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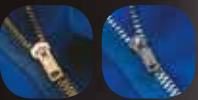
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IF WE FAIL, PEOPLE DIE

I RECENTLY ATTENDED THE 14TH ANNUAL HSE EXCELLENCE EUROPE IN AMSTERDAM AND IT REMINDED ME - YET AGAIN - OF THE VITAL IMPORTANCE OF PROPER HEALTH AND SAFETY PROCEDURES. AFTER ALL, IF SHEQ PROFESSIONALS FAIL AT THEIR JOBS, PEOPLE DIE ...



CHARLEEN CLARKE

"Ten people will die at work today in Europe. Ten people died yesterday. Ten more will die tomorrow." This sobering opening statement by Davide Scotti, head of HSE culture, communication and training at Saipem, drove home the need for the conference and, indeed, the necessity for trained SHEQ professionals.

Saipem is an Italian company that specialises in engineering, drilling and the construction of major projects in the energy and infrastructure sectors. It employs 32 000 people in 62 countries.

According to Scotti, safety can be improved in companies via a number of different means. The first is by leveraging emotional engagement. He explained that he actually bought into the field of health and safety after he extinguished a fire, saving a life in the process.

"Someone came up to me after this incident and said 'thanks'. It was that word that really impacted on me. That's what safety is all about! Things won't change without emotional engagement!" he stressed.

The second involves planned interventions. At Saipem, a programme called Leadership in Health and Safety (LIHS) was introduced in 2007. "While our safety record at Saipem was reasonably good, people were still dying. We established that 90 percent of our accidents were behaviourally related, and so we decided to target these behaviours," Scotti told delegates.

More than 160 000 people have now participated in the LIHS programme, which aims to develop safety leaders. "At Saipem, we believe that it is possible to instil a culture through effective safety leadership. It's our leaders who build and shape our culture through their daily messages, decisions and actions," he explained.

According to Scotti, not all leaders are safety leaders. "A safety leader does not leave his safety values at home. He

cares for the people at work like he cares for the people at home," he related.

The LIHS programme was rolled out in three distinct phases. The first involved a workshop for managers. The second involved cascading the key LIHS messages to the entire workforce. Phase three involved the rollout of the company's Five Stars Intervention training tool, a simple five-step tool, which helps employees intervene when they see unsafe behaviour.

"We needed to communicate the message that unsafe actions are simply unacceptable. This is a big challenge because it's still not socially unacceptable to be unsafe. If you're in a non-smoking restaurant and someone lights up, you will report it, but many people won't report a safety offence ..." Scotti noted.

The programme has yielded tangible results at Saipem. There were 52 lost-time injuries in 2016. This dropped to 40 in 2017, and 36 in 2018.



Saipem's passion for lifting the safety bar doesn't apply only to the company and its employees. In 2010, it formed the Leadership in Health and Safety Foundation, a non-profit organisation formed to develop research activities, training programmes and information campaigns pertaining to health and safety.

Scotti is general secretary of the Foundation, which has run many incredible projects, covering lots of issues – from the wearing of seatbelts to the promotion of healthy lifestyles. It even runs a campaign called "Italy loves sicurezza" (meaning "Italy loves safety"), which has promoted safety in the workplace and in everyday life at about 1100 events.

The Foundation's reach is vast, and so it's impossible to say how many accidents it has prevented or how many lives it has saved, but one thing is certain: it's made the world a safer place, and we salute that. **SM**

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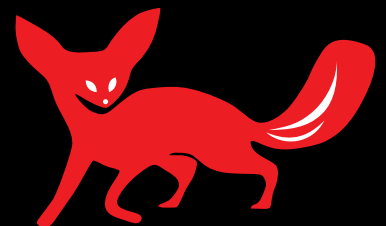
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NEW APP FOR BUSINESS TRAVELLERS

As part of its duty of care Travel Smart solution, Chubb has announced the launch of an innovative app for business travellers. Designed to help employees of companies to manage and mitigate risks associated with work-related travel, the app facilitates a range of services that encompass direct access to medical and security assistance, as well as live, location-based alerts to help them avoid trouble and stay safe.

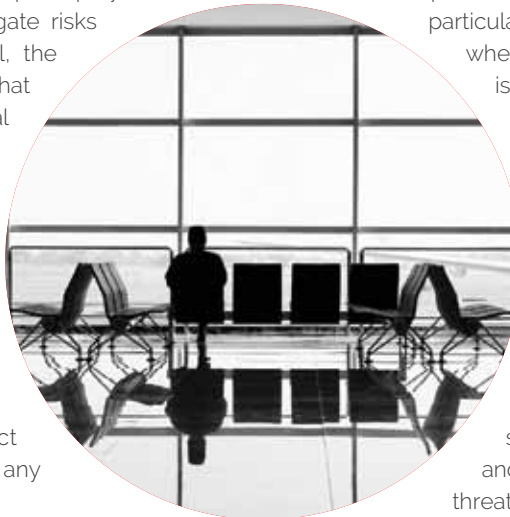
Chubb spokesman, Luke Powis, says that for risk managers and human resource teams the app incorporates an online dashboard that provides instant summaries of the whereabouts of travelling employees, including their exact locations and whether they are in any high-risk areas.

Country-specific advice is integrated, too, embracing visa and passport requirements, recommended vaccinations and cultural dos and don'ts.

The app also allows travellers to receive messages from their employers by email or SMS directly to their smartphones – which Powis describes as particularly handy during a crisis situation, where fast and reliable communication is essential.

"Effective travel management is a critical factor in any company's ability to exercise the utmost duty of care in providing and maintaining a working environment that is safe and without risk to the health of travelling employees.

"A recent study shows that 87 percent of travellers have travel safety concerns, with crime, health and terrorism perceived as the greatest threats. We have developed this tool to help clients proactively mitigate travel risks, and move away from simply being an insurer that pays the claims," concludes Powis.



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RTMS CERTIFICATION DELIVERS PRACTICAL OUTCOMES

The ability of the Road Transport Management System (RTMS) certification to deliver practical outcomes for businesses was demonstrated recently at a workshop hosted by Coca-Cola Beverages SA at its plant at Olifantsfontein.

About 120 delegates from the transport industry heard that primary objectives of RTMS standard were to minimise overloading, promote compliance with traffic regulations, reduce road accidents and encourage holistic adoption of progressive road safety principles. It also aims to improve driver health and wellness, integrate skills development into transport operations and enable optimal productivity and efficiency in road transport.

Case studies demonstrated tangible benefits experienced by companies that had implemented the system, including large corporates such as Coca-Cola Beverages SA and Golden Arrow Bus Services, as well as emerging operators such as Africa Link Transport, Khanyi Ilanga and BR Khoza Carriers.

Sunshine Bennet, owner of Africa Link Transport, recounted how he had gone from being homeless to owning a fleet of more than 70 trucks. He discussed how RTMS implementation had enabled his company to better compete with large transport operators.

Jonathan Richardson, fleet risk manager at Coca-Cola Beverages, reported a significant reduction in the number of accidents, overloads and speed violations in the company's fleet following enactment of RTMS, while a presentation by Gideon Neethling, an engineer at Golden Arrow Bus Services, highlighted the applicability and benefits of RTMS certification to the bus industry.

Mookho Morienyane, a specialist representing the South African National Accreditation Services, spoke about the role the organisation played in engendering confidence and trust by ensuring that certification was issued in compliance with international ISO 17021 standards.

The workshop also included presentations by Steve Cornelius, a transport specialist at Indwe Risk Services, Paul Nordengen, representing the CSIR, Kathy Bell, a transport specialist at Standard Bank and Oliver Naidoo of JC Auditors.

A highlight of the event was a ceremony in which RTMS certificates were presented to representatives of Coca Cola Beverages SA, Air Products SA, BR Khoza Carriers, Skhwama Logistics, Khanyi Ilanga Transport and Babcock Plant Hire.



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Access to safe drinking water is a basic human right and is vital to human health. The South African National Standard (SANS) 241 Drinking Water Specification states the minimum requirements for potable water to be considered safe for human consumption. This includes effluent water generated in multiple operations in myriad industries, including mining, food and industrial processes.

In other words, any water used, treated and then tested following any of these applications must be clean enough that a person could potentially consume it without falling ill. These requirements include the microbiological, chemical and physical properties of the water.

NOSA Testing's ISO 17025-accredited laboratory service has increased its scope of accreditation to render the following water-analysis capabilities. Expertise includes, but is not limited to:

- Heavy metals via ICP-MS and ICP-OES
- Volatile organic compounds (VOCs) via GC-FID
- BTEX (benzene) via GC-FID
- Microbiological (pathogens and bacteria)
- Total organic compounds (TOCs)
- Chemical oxygen demand (COD)
- Testing for trihalomethanes (THM)



- Groundwater analysis
- Borehole water analysis
- Treated water analysis
- Mining discharge water analysis
- Waste water analysis
- SANS 241 chemistry, microbiology, somatic coliphages and protozoan parasites

Whether a company utilises water in its process, or provides water solutions, NOSA can provide further technical information on its waste-water analysis capabilities.

NEW APPOINTMENT FOR BUREAU VERITAS

Cedric Serre has been appointed as head of marketing for Bureau Veritas Southern Africa. He joined the company in 2003 and has worked in several key roles in a number of African countries. He holds a Masters' degree in International Trade from the Université René Descartes Paris V, France.

Bureau Veritas is an international leader in laboratory

testing, inspection and certification services. Created in 1828, the Group has more than 75 000 employees located in about 1 400 offices and laboratories around the globe.

The company aims to help its clients improve market performance by offering services and innovative solutions to ensure that their assets, products, infrastructure and

processes meet standards and regulations in terms of quality, health and safety, environmental protection and social responsibility.



ABOVE: Cedric Serre, new head of marketing at Bureau Veritas.

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FIRE-PROTECTION REGULATORY FRAMEWORK 'IMMATURE'

THE NATURE OF RETAIL STORES IMPLIES THAT THERE WILL ALWAYS BE A DEGREE OF FIRE RISK TO WHICH SHOPPERS OR RETAILERS ARE EXPOSED

Buildings that accommodate large numbers of the public are often not designed with specific occupant characteristics in mind. Shoppers are often unfamiliar with the layout of the emergency escape paths and are unaware of sounding fire alarms and other emergency systems.

According to ASP Fire's CEO, Michael van Niekerk, large buildings such as shopping centres, very tall buildings, or highly hazardous industrial environments are not specifically catered for in South Africa's codes and standards.

"South Africa's fire-protection regulatory framework is relatively young compared to British, European and North American standards and codes. We often have to refer to standards and codes outside of our framework, or we have to resort to performance-based, fire-engineering designs to develop a safe and practical fire-protection solution," Van Niekerk says.

"We have experienced a high demand for assistance in developing designs for new buildings, as well as requirements for bringing existing non-compliant buildings, especially older buildings, up to standard. I see the industry growing both in terms of size and depth of knowledge as more engineers specialise in fire engineering," he adds.

As a turnkey fire-engineering solutions provider, ASP Fire works closely with professional design teams to provide cost-effective, compliant fire-protection solutions, and either supplies and installs equipment directly, or manages sub-contractors installing the equipment.

Having undertaken about 13 shopping centre fire-risk evaluations to date, the company is well-placed to comment on the regulatory and health and safety requirements for smaller shopping centres.

"The nature of retail stores implies that there will always be a degree of fire risk to which shoppers or retailers are exposed. The key is limiting the exposure, or mitigating

the fire risks, so that the environment is safe for everyone, including the young, the elderly and those with disabilities. This process requires careful assessment of fire risks, and a comprehensive fire-safety design that integrates all aspects of the mall's fire-safety elements," Van Niekerk explains.

Most retailers and shopping mall owners are not aware of the full extent of the regulatory fire-safety requirements with which they must comply. Retailers often believe that the mall management is responsible for their fire safety, while the mall management holds the opposite view.

Certain malls have outdated or unserviceable fire-detection or sprinkler-protection equipment, and management is unaware that the systems will not work properly in the event of a fire.

Fires can be dealt with through three main actions. The first is controlling the growth of the fire to prevent it from spreading. The next is suppression, which involves cooling the fire rapidly. Finally, extinguishing the fire completely means that there is no heated substance remaining.

Evacuation should also be safe and easy, while allowing unrestricted access for emergency services. The installed fire-detection system must be able to detect a fire as soon as possible, warn occupants and allow them to escape in time.

"We also provide flammable-liquid store designs and certification; special-risk fire-protection systems; visual safety-awareness programmes; SHEQ safety file drafting and implementation; emergency response and business continuity plans; emergency evacuation plan design; emergency evacuation drills; and fire equipment training," Van Niekerk says.

The company also offers standardised and customised client training. The client has the option to select a standard fire risk and safety course, or have a customised training programme developed around specific needs or areas indicated in the fire-safety risk-assessment report. **SM**



FUNDAMENTALS OF GOOD SAFETY

SIMPLY GETTING THE BASICS RIGHT PROVIDES THE FOUNDATION FOR DEVELOPING A GOOD SAFETY CULTURE IN THE WORKPLACE. IN THE FIRST OF A SERIES OF ARTICLES ON THE SUBJECT, BRIAN DARLINGTON OFFERS SOME ADVICE

I often hear representatives of companies saying that they have developed good safety cultures in their operations or organisations. However, closer investigation sometimes reveals that they have not always fully understood the concept.

Having zero incidents, or a system of reporting close calls, or conducting "visible felt" audits does not necessarily mean a company has implemented a good safety culture – so much more is required than simply achieving milestones relating to a set of indicators. In fact, a number of elements need to be in place before one can truly boast a good safety culture!

Each of these elements will be addressed in a series of Safety from the Heart articles in the months that follow, with the first of these being unpacked here – namely, getting the basics right!

So often industry leaders, or safety and health professionals, tend to overcomplicate safety and health programmes and controls. In doing so, they fail to get the essentials right. So, rather than focusing on the complicated, leaders need to focus on the fundamentals!

What do we mean by "getting the basics right?" It's about not trying to do everything, but, instead, focusing on the issues that will make people proud to be part of the company.

It's about leadership putting the well-being of employees first; ensuring appropriate hygiene facilities and good housekeeping standards; making safety the easy option and having a structured and consistent approach to systems

and controls; developing clear and consistent messaging; and getting buy-in and understanding from all levels in the organisation – from leadership to employees on the factory floor.

To achieve this, there are a few things on which management can and should be focusing:

SPOKEN AND UNSPOKEN LANGUAGE

Be mindful of the spoken and the unspoken language at the operation.

The spoken language is what leaders, first-line managers and employees are saying about safety controls, on both official and unofficial platforms – for example, at regular safety health and environment (SHE) meetings as well as during coffee breaks!

Often, the spoken language can be conflicting. For example, an organisation's leadership may make it clear that employees have the right to stop a machine if a person's safety is at risk. The first-line manager or team leader may, however, mention that the machine is to continue running no matter what!

In situations like these, the safety message is not aligned and, if not addressed, management runs the risk of safety procedures being ignored.

The unspoken language, while potentially less obvious, is as important as the spoken language. It includes, for example, the visual design and physical layout of equipment, behaviour and information (for example SHE posters), and should be aligned with the effort and drive to



provide safe working environments.

To demonstrate, some time ago I walked through a manufacturing site where, hanging above each of the production lines was an enormous 16 m² banner that reflected the production record achieved, together with a photograph of the team responsible for those results.

In addition, on the same production floor was a safety poster that warned people of the dangers of moving and rotating equipment – but it was printed on an A4 page and placed on a distant wall too far to be legible for most. The unspoken message was clear: Production is King.

While celebrating good production results is important and necessary, leaders must be mindful of the unspoken language suggesting that safety is less important! In this particular case, it would have been a good alternative to include the word “safe” in the message on the oversized banner – to simply read “safe production record” – and to include the company’s safety logo! That way, the unspoken language would have conveyed a very different and far more powerful message.

CHANGE THAT IS VISIBLE AND UNDERSTOOD

Make sure employees are informed of and understand management’s efforts to bring about positive change, and make sure those changes are visible.

As part of the efforts to ensure a safer working environment and improved safety performance, I convinced the managing director of one of our operations to reverse park when on site – the logic being that it allows for improved vision when leaving a parking bay. This is especially relevant at workplaces where speed of evacuation is potentially important, for example at a chemical plant.

With the MD immediately reverse parking and with his parking bay visible to all, the hope was that other employees would follow. Sadly, this was not the case, so during our annual Making a Difference Day – a day, across the Group, dedicated to safety, health and environmental issues – we explained to employees why reverse parking was important.

Within seven months, the vast majority of employees at that operation were reverse parking! It was immediately evident that the change had come about not through the introduction of another safety standard, but rather by having taken the time to explain why reverse parking was the preferred option. This approach ensured buy-in and ultimately developed the habit.

When safety efforts of management are visible and understood by employees, they are better able to support management’s aims. And, through broader employee support, companies can ensure greater impact through more effective implementation.

GOOD HOUSEKEEPING STANDARDS

Never underestimate the importance of setting and maintaining a high standard of housekeeping.

The environment plays an important role in how we implement and manage safety in the workplace – and has a positive (or negative) ripple effect on many other aspects of business, including production, maintenance, logistics and engineering.

When working in an organised, neat, uncluttered environment, employees and contractors tend to take more care of the people and objects around them; they take more pride in their work and show more respect. They also tend to consider their own safety as well as that of others when conducting their activities – and, of course, the reverse appears to be the trend when those working spaces are disorganised, untidy and cluttered.

Setting and maintaining a high standard of housekeeping needs to precede any safety and health programme. It contributes directly to achieving higher safety standards and improved performance, and is a really good place to start in your journey to a good safety culture.

UNCLUTTERED SAFETY BRANDING AND MESSAGES

Keep all safety branding, signage and messages clear, relevant and visible.

Having an inordinate number of safety signs posted up throughout an operation does not necessarily increase understanding of safety risks, nor does it necessarily prevent injuries. Indeed, an over cluttering of safety signs can, in fact, cause confusion.

Safety signage needs to be strategically designed with clear, relevant messaging and impactful visuals so that it can be easily understood by all. The signage also needs to be well positioned for the greatest influence.

Yes, safety signs have a role in ensuring an understanding of risks. However, over-cluttering results in confusion and, over time, people no longer notice them.

The common trend is to take a photo of an operator dressed in the required personal protective clothing and equipment and to do away with the individual symbolic safety signs depicting what is required when entering the area. The photo is transferred onto a life-size board and placed at entrances to working areas.

It’s important that safety messages and posters are relevant and directly relate to the actual tasks and risks of the sector in which they are posted. Safety messaging should also be refreshed from time to time, and all visual aids – banners, posters and leaflets – rotated on a regular basis. Safety messages and signage that is clear, relevant and visible ensures that, as time passes, people continue to notice and be reminded of risks.

CREATE A CALM WORKING ENVIRONMENT

Do everything that can be done to promote a stress-free working environment.

Places of work can, by definition, be stressful. This stress, if not avoidable, can at least be mitigated. For example, I was recently in Auckland, New Zealand, and needed a haircut. I found a barbershop in the city centre and, on entering, realised there were seven other men in the queue.

Joining the line, I overheard the barber saying to a customer, with a level of frustration in his voice, that a colleague was late for work – and that was the reason for the growing queue.

As time passed, some of the customers became increasingly restless. Two people actually walked out and the barber became increasingly anxious. At this point, I decided to test my view of the impact of workplace stress on people’s behaviour. Still waiting in the queue, I



purposely kept looking at my watch whenever I caught the attention of the barber in the mirror.

He repeatedly mentioned that he was sure his colleague would arrive soon, simultaneously trying hard to speed up the task at hand so as to move to the next customer.

Just as in the barbershop, when people in industry feel stressed they are easily distracted, show potential to rush through the task and are, therefore, at greater risk of injury and/or delivering sub-standard work.


The issuing of permits to work during large industrial projects provides a good example: at one time, there can potentially be ten or more contracting company representatives anxiously waiting to receive their permits, putting unnecessary stress and frustration on the issuer. The result could be permits that are not completed correctly with key elements, hazards and requirements not being included or addressed sufficiently.

For this reason, industry leaders need to be aware of and mitigate workplace stress levels wherever possible. A calm work environment facilitates positive employee response and contributes directly to a good safety culture.

SUMMARY

Leaders and safety professionals need to have a strategic approach to the development of all safety and health initiatives and controls. Less is more, and simply getting the basics right provides the foundation for developing a good safety culture.

As a starting point to getting the basics right, get buy-in when developing initiatives, controls, rules and procedures and minimise bureaucracy; ensure good housekeeping; be mindful of the spoken and unspoken languages throughout the operation and aim for consistency across all; make visible changes that employees are aware of and understand; remove excessive safety signs and make sure those that remain are clearly understood, visible and relevant; and, wherever possible, create a calm working environment.

All these efforts, no matter how basic they seem, contribute directly to a proficient safety and health strategic plan, a good safety culture and, ultimately, the common objective of being able to send everybody home safely, every day. 



Brian Darlington is the group head of safety and health for the Mondi Group, based in Vienna, Austria. He has filled the role since 2012 and is responsible for safety and health in more than 30 countries. Brian started working at Iscor before joining Mondi in 1987, working in Gauteng. In 2000 he transferred to the Kraft Division in Richards Bay. During 2005, Brian transferred to Europe, taking up the position of business unit SHE manager, responsible for SHE in paper mills in Austria, Hungary, Israel, Slovakia, Poland, South Africa and Russia, as well as forests operations in South Africa and Russia.

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TRUE CAUSES OF UNSAFE BEHAVIOUR

BUSY WORKPLACES ARE CHALLENGING ENVIRONMENTS IN WHICH WE NEED TO HAVE OUR WITS ABOUT US IN ORDER TO MAINTAIN LEVELS OF SAFETY. ANDREW SHARMAN CONSIDERS INDIVIDUAL AND ORGANISATIONAL CAUSES THAT INFLUENCE BEHAVIOUR AT WORK

GETTING INTO THE HABIT

An average, fit, healthy and well-rested person can concentrate on a task for about 55 minutes in each hour. For an organisation with 20 000 employees, those zoned-out minutes represent a lot of hours lost each week – and it's the main reason why telling people to take care at all times, or to be safe, simply can't work.

We need to get into the habit of tidying up poor housekeeping and working safely when people are bright and alert, so that when they're zoned out, they remain safe. Sometimes, the only thing that can keep them safe is a good habit.

LEARNED HELPLESSNESS

We have an exercise where we give two teams some

anagrams to solve. One set of anagrams is difficult, but possible, to solve; the other one is impossible. The clock starts ticking.

The team with the difficult anagrams usually succeeds though the power of teamwork. The other team always fails. Then we repeat the exercise, but, this time, we give both teams anagrams that are difficult, though possible, to solve.

The first team succeeds again, but, usually, the second team gives up without really trying – it has learned to become helpless in less than 20 minutes. Imagine what that kind of response can do to an organisation over 30 years.

If you're reading this and recognise yourself as part of the second group, then you may find that your workers usually don't speak up. Instead, they have got into the habit of



getting on as best they can. This learned helplessness could then apply to any of the following organisational causes:

- The design of the job;
- Influence of colleagues;
- Work deadlines and performance pressures;
- Leadership influence;
- Perceptions about the work environment.

ORGANISATIONAL CAUSES

Sometimes it's not just one-off events that can't be done safely. It's a huge problem because of the way the job was set up from the start. Here are two examples:

Story # 1: If it smells bad...

We had a client who bought a waste-disposal company.

A few weeks in, contracts were being reviewed with local governments, councils and the like. The new owners suddenly realised that they would not be able to carry out the work safely. Since they meant it when they said "if we can't do this safely we aren't doing it at all", they promptly sold on the new company – excellent integrity, but not much use to workers at the company.

Story # 2 - If they build it...

Another of our clients is a major shipyard in the United Kingdom. Commercially competitive, it is renowned for its impeccable quality. One day the CEO came out of a heavy-hitting session feeling more than a little aggrieved and announced: "We should never have agreed to build these ships this way."

Our consultant replied: "Well maybe not – but then again someone was going to do so, and this area needs the work ... so let's talk about how we manage it from here."

THE INFLUENCE OF OTHERS

From around the time you start high school, the people that influence you most are not your parents, teachers, or even the so-called role models in the media, but your peers. This continues from your school days and into work, right up to the present day.

For example, imagine (or perhaps just remember) a detailed induction or training course for a new job, and then recall the first day out in a van or on site with the old hands. Do you imagine that often the two experiences barely overlapped at all?

The truth is that most people would rather cut a corner or two to fit in – even if there's a health and safety risk – than suffer the humiliation of a group of old hands smirking at them.

The bad news is that this peer power is so strong we're not going to embarrass ourselves by simply suggesting that people need to resist it ... we'll just say that, although the old hands might well have got used to certain level of risk and might be working in a macho "we laugh in the face of danger" culture, it doesn't reduce the risk.

PERFORMANCE PRESSURE

Everyone knows about the rude Nike rule – or JFDI as we've heard it referred to – and most of us are likely to have been on the receiving end of a similar message at some point in our lives. Usually though, problems are far more subtle than some big aggressive foreman demanding: "You stick your head in that furnace right now or you get your marching orders!"

There's an expression that "you can have it quickly, you can have it cheaply; you can have it safely, you can have it top quality ... pick any two". This often applies to contracts we sign and tasks we set up. Something has to give and often it's safety.

LEADERSHIP INFLUENCE

Many people have sat opposite a boss in the pub and watched him or her look at them all meaningfully to hear the words: "You're a really nice person, and I really like you, but..."



Do they need to finish the sentence? Of course not! This person knows full well that they are history – because they know that the real meat of that sentence will follow. All of the words before are just waffle, flannel and filler.

Consider the following statements often made by managers:

"It's vital to work safely, but it must be finished by Friday, or it's vital that the job be finished by Friday, but you must work safely." Do both these instructions mean the same thing? Why not?

Workers are hardwired to give leaders what they want – or, to be precise, to give them what they communicate to be what they really want. So how should workers respond? Well, a calmly stated: "Boss, I'm really not sure I can do both, and I'm not sure what you want me to do if that's the case. Are you saying that it has to be finished by Friday even if it means cutting a few corners?"

By passing the problem back to the leader, the worker creates a pause-for-thought moment which, in turn, brings real clarity and a change of instruction.

PERCEPTIONS ABOUT THE WORK ENVIRONMENT

A person walks into a bar in a strange town and despite a sign that says: "A warm welcome guaranteed here!" – and no matter that no-one even looks at them as they walk in – how long does it take for them to figure out that they're in the wrong bar?

Desperate for a cold beer they then walk into a really rough-looking place just down the road populated by guys twice as mean looking as Tyson and twice the size of The Rock – probably all ex-rugby players or former paratroopers. No one looks at them and they approach the bar and order a drink without issue. How long did it take for them to get the feeling that this bar was okay?

We reckon it'd be just a few seconds in both cases.

In this second pub, the person in question gets talking to one of the guys at the bar and begins a conversation about the big match coming up this weekend. Is he relaxed and animated? Does he have facts and opinions at his fingertips? Is he asking questions and probing you for your thoughts, or is he making an effort to sound interested and labouring

a bit? (Since he doesn't really care too much about football – he's a rugby man really – if he's asked who he thinks will win the upcoming Sharks versus Bulls match there would be a dramatic change!)

Studies show that more than 80 percent of communication is in the tone of voice and body language. At work, as everywhere else, everyone knows what really interests people.

We started this section by talking about some of the challenges of communicating safety, so let's wind things up with reviewing some other ways that the safety message can become easily diluted:


- Safety is always the first item on meeting agendas but it is covered in a way that communicates: "Let's get this out the way so we can get on to the important stuff."
- Managers walk straight past workers who are cutting corners, and turn a blind eye if they even notice it;
- Managers cut corners themselves and don't lead by example;
- Managers that say: "Okay, just this once but then after that, be careful."

SAY SOMETHING!

Any number of inspirational films – we're thinking of *Silkwood*; *Mandela – Long Walk to Freedom*; *Pride*; *High Noon* – have made the point that one brave and determined person can make all the difference. We can't all be as wise and brave as Mandela, but the good news is we can make a huge difference in our own way.

Sometimes standing up and saying something might result in a glare, but unless workers are able to raise safety concerns in a real and positive way, there isn't a hope to reach higher levels of safety culture.

We are all interconnected whether we like it or not. Everything we do (or don't do) and everything we say (or don't say) contributes to the safety culture around us.

Every time you pass by the chance to say something it matters. When you take a deep breath, stop, and say something, it can matter even more. Whoever you are, wherever you are, how you behave always makes a difference. 



Professor **Andrew Sharman** is Chief Executive and Darren Sutton is Senior Partner at RMS, consultants on leadership and cultural excellence to a wide range of blue-chip corporates and non-government organisations globally. Find out more at www.RMSSwitzerland.com. RMS's IOSH-approved and certified Behavioural Safety Leadership online learning programme takes a mindful approach to developing safety leadership and provides a low-cost, practical and easy-access route to building a robust safety culture in an organisation. E-mail us at: team@RMSSwitzerland.com and mention this article to find out more and receive a free gift and special offer when you begin your online programme.

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ADOPTING A RISK MINDSET

IT IS NOT TOO LATE FOR ALL SECTORS OF INDUSTRY TO TAKE LESSONS FROM THE RECENT BOEING 737 MAX TRAGEDY AND ADOPT WORKPLACE STRATEGIES THAT FOCUS ON THE BENEFITS OF A RISK MINDSET IN OPERATIONS AND ACTIVITIES

In March this year, the crash of an Ethiopian Airlines Boeing 737 MAX claimed the lives of all the passengers and crew. Since then, the spotlight has been firmly fixed on the aircraft manufacturer's representatives, who have been hard-pressed to issue assurances that possible flaws that could have led to the disaster are being addressed.

Among statements made early on by Boeing's CEO, Dennis Muilenburg, is a critical line that still resounds. He said: "It's our responsibility to eliminate this risk. We own it and we know how to do it." There is no doubt that the company has a robust risk-management framework in place.

From that perspective, it is not too late for all sectors of industry to take lessons from the tragedy by adopting workplace strategies that focus on the benefits of a risk mindset in operations and activities.

AWARENESS OF PROCESS RISKS AND OPPORTUNITIES

Enterprise-wide risk-management processes instil a culture of risk evaluation and awareness among relevant stakeholders. This mindset encourages process owners to be vigilant and anticipate potential dangers, even if job descriptions of those who could be in jeopardy do not include risk-related activities.

The engagement of people is one of seven quality-management principles that form the foundation of the ISO 9001:2015 quality-management systems standard. For example, when a job card is issued to a process owner, the supervisor should involve him or her in underlining the importance of adhering to process controls.

In case deviations occur, instead of implementing consequence management, line management should promote a lessons-learned approach. A risk-based mindset should always be applauded when risks are averted that could have impacted on the quality or safety of the final product.

ALIGNMENT OF RISK ASSESSMENT TO THE PROCESS

When an organisation decides on the processes it needs, it take should take into consideration the associated risks. ISO 9001:2015, clause 4.4.1 (f) requires an entity to "address the risks and opportunities as determined in accordance with the requirements of clause 6". Consequently, clause 6.1 refers to "actions to address risks and opportunities".


Process-based risk assessments and related controls need to be aligned to the relevant operations and activities. Let us envisage a scenario where job cards are not completed as scheduled. Depending on contractual obligations, penalties are likely to be imposed if on-time delivery of a product or service is not met.

ENCOURAGE ACCOUNTABILITY AND LEARNING

Management should encourage personnel to be accountable for their final outputs. Integrating risks into operations and activities involves personnel making appropriate decisions – and that's a challenge if they are not aware of, or ignore, the extent of the risks the organisation they represent is prepared to take.

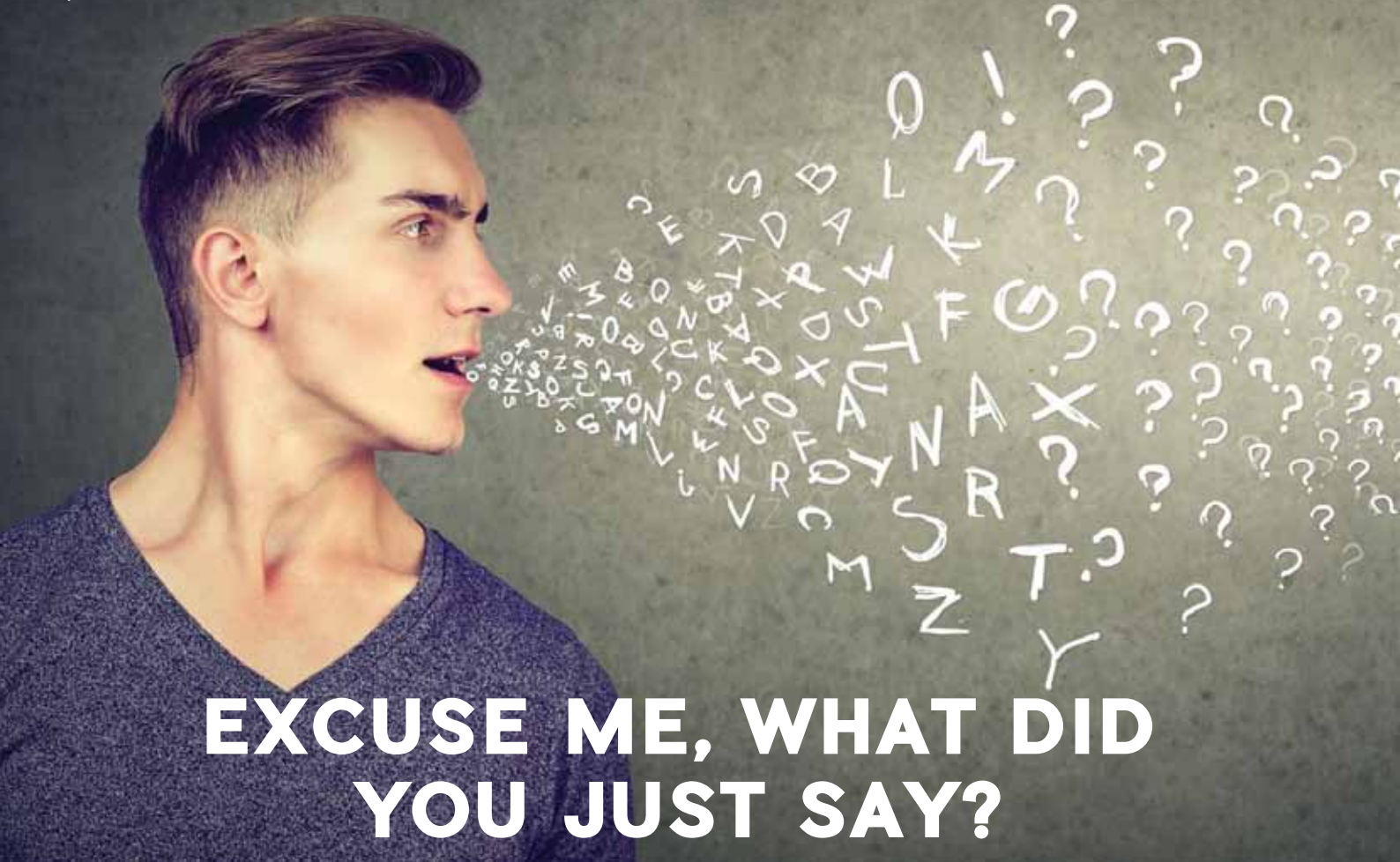
For instance, news reports published regularly indicate that some companies fail to determine appropriate risk measures when evaluating and selecting service providers. Behind these stories are the company representatives who make decisions on behalf of their entities.

The relentless quest to improve inevitably demands taking lessons from past events. Management should ascertain what controls were overlooked or ignored. They should also determine the impact the outcome has had on the organisation.

Adopting this approach will help organisations to go beyond mere tick exercises and should result in the implementation of best practices aimed at enhancing risk-management strategies. This should simultaneously help to encourage a culture of risk accountability. 



Hope Mugagga Kiwekete is a managing consultant at the Centre for Enterprise Sustainability. Previously he was a principal consultant risk management at Transnet Freight Rail, a management systems specialist and senior EHS auditor at the South African Bureau of Standards. He has practised as a management systems consultant, trainer and auditor in the fields of risk management, environmental, energy, occupational health and safety and quality management in various industry sectors in eastern and southern Africa and Southeast Asia.



EXCUSE ME, WHAT DID YOU JUST SAY?

SAFETY CANNOT BE SPOKEN ABOUT IN ISOLATION. IT NEEDS TO BE INTEGRATED INTO ALL DISCUSSIONS AND ACTIONS IN THE WORKPLACE. THE TRICK IS TO INTENTIONALLY USE DIRECTIONAL LANGUAGE THAT TAKES COMPANIES TO WHERE THEY WANT TO BE

While there are many factors and nuances that make each culture unique, the most significant distinguishing feature is language. What is the primary difference between Zulus and Xhosas, or Germans and the French? It is the language they speak.

Language plays such a vital role in a culture that many are named for or known by the language in which they communicate. Arabs speak Arabic, and Russians speak Russian. To inculcate a safety culture into the fabric of an organisation, leaders should take note of the predominant language being used. Even more so, they need to be mindful of the language they use – and sometimes don't use.

For this article I would like to highlight two key points. First, humans tend to focus on the negative and speak about what went wrong. The trick is to intentionally use directional language that takes us to where we want to be. Second, safety cannot be spoken about in isolation. It needs to be integrated into all discussions and actions in the workplace.

DIRECTIONAL LANGUAGE – SPEAK TO WHAT WE WANT

Professor Sidney Dekker rightly calls for a new language in the safety community. Words like zero tolerance, non-negotiable, mandatory, adhere, obey and prohibited are

commonplace. Professor Karl Weick maintains that this has resulted in the current language of policing and compliance.

Dekker argues that this mindset stems from a belief where people are seen as the problem. Investigations are quick to conclude that incidents are a result of "human error." A new mindset is needed; one where safety is not seen "as the absence of negative events" but, preferably, where people are seen as "the source of solutions and success".

We need to change our vocabulary away from negatives, violations and failure – which are usually exceptions – to the constant success of getting the job done safely.

While failures do occur, the majority of times there is success. The focus should be on the presence of positive capacities. When leaders start to see the potential of their people, they will begin to use different, more powerful language.

The other day I walked past a "do not walk on the grass" sign. It seemed sensible and innocent. However, it made me wonder how frequently we communicate what we don't want as opposed to sharing what we do want. Would it not be better for it to say, "stay on the walkway"?

Why is it that so much of our communication is rule-based? How often do we treat people as if they are stupid children that need to be told what to do? It is highly unlikely that they come to work to injure themselves. Would it not be better received if we engaged our workers as experts in what they do, particularly recognising that they know how



to do their work safely?

Based on this idea, a client recently modified several signs used in the organisation. For example, a sign that used to read "a permit to work must be obtained before commencing work" now says "I work only with a valid permit", and the sign that read "PPE must be worn" was amended to "I always wear the appropriate PPE". Such a different tone was created by subtly changing the language.

Even the notion of "safety is our first priority" was reworded to "safety always". That is because priorities change, and, sometimes, safety slips to second or even third place once the pressure is on. Positioning the sign this way, the activity is carried out safely no matter when we do something.

HAVING AN INTEGRATED LANGUAGE

I have attended many meetings where the first agenda point is safety. Usually, this is to give recognition to the importance of safety. While this is a noble idea, it is fundamentally flawed.

Starting a meeting with a safety moment and then continuing to all the other agenda items without referring to safety again is disconcerting. It inadvertently tells people that safety is merely something to tick off before moving on to the other weighty agenda items.



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Instead of having a safety topic or item, would it not be more valuable and relevant to discuss how every activity would be executed safely? Julia Agnew explained that safety needs to be incorporated into how work is done. "It isn't treated as something separate to be discussed during the weekly safety meeting, or only at a shift change. Safety should be part of every conversation and considered in every decision."

My all-time favourite concerns a supervisor, who, after completing his toolbox talk, realised he hadn't mentioned anything about safety. So as everyone was walking out, he shouted: "Oh, and be safe!" What's the implication? Safety is not critical, but merely an afterthought.

What leaders emphasise in their regular conversations sends a strong signal of what is essential to them. Naturally, meetings revolve around the drivers of the business: operational logistics, deadlines, budgets and profitability. None of these will ever disappear.

The question is: if safety is truly imperative, does it

receive prominence by being integrated into discussions regarding daily planning, production targets, strategy, HR and budgets? It cannot be relegated to an agenda item.

We recently assessed a company's safety culture, and it is noteworthy that the senior manager was absent. Inquiring about this, I was told that I needed to understand that he was under a lot of pressure and didn't have time to focus on safety initiatives – that was the job of the safety department.

They need to ask themselves whether this the statement they want their subordinates to hear? No wonder this company has safety challenges. I don't know anyone who isn't under pressure. If a company wants an agile safety culture, then it cannot be driven by the safety department. This department is there to promote and support.

Safety needs to be driven by senior leaders, especially production managers and those in charge of where the action is. When leaders are too busy to be part of safety drives, undertake routine safety walkabouts, or attend safety meetings, the message is resoundingly clear. SM



Dr Brett Solomon is the CEO of The Kinetic Leadership Institute and is a recognised leader in combining neuroscience, change management and leadership theory to drive cultural transformation processes. Brett specialises in neuroleadership, especially when it comes to an understanding of what motivates human behaviour and how to influence it. He has been involved in numerous culture change and leadership development initiatives throughout Africa, Australia, Canada, Saudi Arabia and the United States.



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SILICOSIS COMPENSATION: WHOSE PROBLEM IS IT?

EVIDENCE SUGGESTS THAT TRUSTS DO NOT PROVIDE THE BEST SOLUTIONS TO THE PROBLEMS OF COMPENSATION FOR OCCUPATIONAL DISEASES – ESPECIALLY WHEN DEALING WITH THE MAGNITUDE OF SILICOSIS CLAIMS IN SOUTH AFRICA

The silicosis issue seems now to have been decided with an agreement, sanctioned by the court, to establish a trust that will pay compensation. According to press reports, the mining industry will contribute R5 billion to the trust. The sum probably excludes administrative and legal costs which are specifically covered by the trust. This article attempts to answer the questions: Should the matter have been decided differently? And who should have been responsible for the resolution?

First, it is necessary to recap some background. Miners and ex-miners claimed compensation from their employers and ex-employers, arguing that they had contracted silicosis-related diseases, due to the fault of their employers.

The matter was further complicated as many of the miners also suffered from tuberculosis (TB), which is a well-known, airborne, contagious disease and is not necessarily an occupational disease. In addition to silicosis, other occupational diseases exist within mining and other industries. Therefore, one could argue that silicosis should be regarded as simply one form of this type of problem.

Silicosis in the mining industry came to the fore at the end of the 1800s, following the discovery of gold on the Witwatersrand. Miners were attracted to the area from various parts of the world, many from Cornwall in the United

Kingdom (UK). Following the start of the Anglo-Boer War in 1899, mining operations were suspended and the Cornish miners were sent home.

After the war, they were recalled to South Africa – and it was discovered then that a large proportion had died. The reality of silicosis was revealed, causing an outcry that resulted in the establishment of commissions in the UK and South Africa to investigate the matter. Many other investigations followed, making silicosis probably one of the world's most investigated diseases.

Early on, the mining industry decided to pay compensation to miners who had contracted the disease. The industry also established medical facilities to help to care for the sick. At the time, compensation was regarded as generous and, partly for this reason, skilled miners from other parts of the world were attracted to South Africa.

In those early days, silicosis seemed to attack only white miners and, because of this, the disease was referred to as the White Death. The point is that right from the beginning the mining industry decided to compensate miners who contracted silicosis, and the process has been followed for well over a century.

An alternative would have been for the mining industry to take no responsibility for compensation and leave miners to

rely on common law to sue employers – a route which, at the time, was perceived as senseless. The idea that a claim could be brought for some unknown act that may or may not have taken place, and had caused a miner to contract silicosis some 20 to 40 years earlier, would have been laughed out of court.

In essence, the system of paying compensation was introduced because the common law route was not considered an option. This was also the case in many other countries around the world. On this point, in South Africa there has never been a report of a case in which an employee has successfully sued an employer for contracting an occupational disease.

The most recent development in the silicosis saga – to establish a trust from which sufferers of the disease will be compensated – comes as a result of an out-of-court settlement following a class action, which focused on

Harvard University's Roscoe Pound had earlier taken a similar view. A miner contracting a disease imposes costs. He loses his income because he cannot work. He incurs medical expenses and his family is left destitute. These costs (social costs) have to be borne by someone – to a large measure the miner's family.

It can be argued that social costs are normal costs of production and should be included as such by employers. However, a possible problem arises in that not every employer will agree to bear social costs – so an alternative is to manage the problem through legislation.


In this sense, mandatory workmen's compensation becomes the most efficient way to resolve the issue, with social costs included in the costs of production, paid for by the employer, and passed on to consumers through the market's price mechanism. Employers therefore discharge their obligations by paying the levy – simultaneously

removing uncertainties surrounding the role played by occupational diseases in industry.

To the extent that a problem may exist, it becomes the problem of the fund – which government administers. Therefore, it becomes government's responsibility to manage the fund in a way that balances the interests of all stakeholders.

In light of this, the answer to the question of who should have resolved the issue of silicosis compensation becomes clear: it is a government problem, not a private-sector problem. When the Workmen's Compensation Bill was passed into law – which included compensation for occupational diseases – the responsibility of the employer was to pay the levy, with operational responsibility in government's hands.

It was recommended nearly 40 years ago that there should be only one system for occupational compensation – having two occupational disease funds does not make sense. The latest court case was totally unnecessary and could have been solved legislatively, quickly and at virtually no cost.

We now have a trust, which is effectively a third fund. This fund is not subject to parliamentary oversight. It is another untidy add-on. More importantly, there is evidence from other countries to suggest that trusts do not provide the best solutions to the problems of compensation for occupational diseases – especially in terms of the magnitude of silicosis claims in South Africa. 



getting employers to agree to a settlement, rather than seeking judgement on the merits of individual cases.

However, a pertinent question arises from the decision: Why should the mining industry pay compensation in first place? What seems to be a satisfactory answer has its roots in economics and, indeed, over the years some judges have suggested it. Some mining activities impose costs which may not be captured by the market. The argument was put forward in the 1920s by UK economist AC Pigou and developed further by Nobel Laureate Ronald Coase in the 1960s.

Coase called these costs "social costs". Jurists such as



Legally Speaking is a regular column by Professor Robert W Vivian and Albert Mushai, both in the school of Economics and Business Sciences, University of the Witwatersrand. Robert W Vivian is a leading authority on insurance and risk management. He has written a number of books on South Africa's business history. Albert Mushai holds a master's degree from the City University, London, and was the head of the insurance department at the National University of Science and Technology in Zimbabwe before joining Wits University as a lecturer in insurance.

SAIOSH CONFERENCE - ROARING SUCCESS YET AGAIN!

THE NINTH ITERATION OF THE ANNUAL CONFERENCE OF THE SOUTH AFRICAN INSTITUTE OF OCCUPATIONAL SAFETY AND HEALTH (SAIOSH) SAW A LARGE TURNOUT OF ATTENDEES FROM ALL SPHERES OF THE OCCUPATIONAL HEALTH AND SAFETY (OHS) SECTOR. THE SHEQ MANAGEMENT TEAM WAS THERE IN FULL FORCE TOO! THIS REPORT WAS FILED BY DEBORAH RUDMAN, MARISKA MORRIS AND CHARLEEN CLARKE - AND THEY CONCUR THAT THIS WAS THE BEST SAIOSH CONFERENCE TO DATE. HERE ARE JUST SOME OF THE HIGHLIGHTS

Each year, the conference – held over two days – is an unmissable opportunity for delegates and speakers to share their expertise, insights and assessment of current and future OHS directions, both locally and globally. The world-class facilities of the well-appointed Gallagher Convention Centre again provided a comfortable setting for the more than 250 delegates.

Proceedings began on Tuesday May 14 with a welcome by Neels Nortjé, CEO of SaiosH, who noted the importance of the conference as a platform for discussion and debate on a range of OHS topics.

After introducing conference chairperson Ken Annandale, he screened the new TV advertisement for personal protective equipment (PPE) supplier Dromex, which was first flighted nationally on May 1 and was due to be televised throughout the month. Its PPE message was apposite: "Most people will never know how to feel to face danger every day – but we're not most people."

Keynote speaker Thobile Lamati, director general of the Department of Labour, made important points about work in South Africa, observing that as we undergo the Fourth Industrial Revolution, the workplace is facing an uncertain future. (Read more about his address in the next issue of SHEQ MANAGEMENT.)

Albert Mushai, head of insurance and risk management at the University of the Witwatersrand, and a regular SHEQ MANAGEMENT contributor, focused on the issue of

vicarious liability, tracing the origins of the concept back to 17th century England, and explaining how the doctrine has expanded into an all-embracing and powerful precept today.

He warned that vicarious liability would become more challenging in future. "The scope for vicarious liability continues to widen, largely driven by the courts. The claims are increasingly difficult to defend because many relationships that are conventionally not those of employment are being linked to employment. Traditional defences – like independent-contractor defence – are slowly being rendered inapplicable. Employers need to continue investing in training methods that pay due regard to sources of vicarious liability," he stressed.

The topic of indoor air quality was examined by Julie Riggs, an OHS academic practitioner based in the United Kingdom (UK). Her informed analysis gave the audience a few surprises – not all of them pleasant – and she made it clear that much needs to be done to combat this "sleeping giant" in our midst.

SINGING, DANCING AND LEARNING, TOO

While the content of the presentations was serious, there were plenty of lighter moments. The notoriously challenging "graveyard shift" immediately after lunch was entertainingly filled by the multitalented Aubrey Ndlangamandla ("Mr Zee") who dispelled any post-lunch stupor with an energetic OHS presentation, combining song and dance – and getting the

audience to join in with gusto. Amid the fun, he reminded delegates that the law imposes on employers a weighty responsibility: to "inform, instruct, educate and promote" OHS.

Advocate Hendrik Terblanche addressed the complexities of liability in the eyes of the law for any damage and harm caused in the workplace. The consequences of ignoring OHS rules can be dire, as Terblanche pointed out.

"In 2004, ten people were killed in an explosion at Sasol's polymer plant in Secunda. An instrument technician pleaded guilty to ten counts of culpable homicide as he admitted to negligence that resulted in the accident. He was sentenced to a year in prison or a fine of R50 000," he revealed. (Look out for a full report on his talk in Issue 5 of SHEQ MANAGEMENT.)

Brian Darlington, group head of safety and health for the Mondi Group in Austria, and yet another SHEQ MANAGEMENT contributor, spoke about the importance of first-line managers in OHS. In his view, companies should do away with the slogan "safety first" and rather move towards "safe production first". Darlington stressed the importance of involving managers.

"The challenge at hand is considerable. Every day, people die as a result of occupational accidents or work-related diseases – more than 2,78-million deaths per year. Additionally, there are some 374-million non-fatal work-related injuries each year, resulting in more than four days of absences from work. The human cost of this daily adversity is vast and the economic burden of poor occupational safety and health practices is estimated at 3,94 percent of global gross domestic product each year," he noted.



"We will not move to the next level of performance without getting all first-line leaders 'switched on' to the safety efforts and aligned in the desired message," he stressed. He really got the conference rocking, with a call for delegates to remove their shoes and shout "bingo" at the same time. There were lots of "bingos" to be heard from the room – and some delegates were fortunate to win copies of a safety book for children, penned by Darlington's late wife, Bella.

Concluding the first day's formal presentations was Hope Kiwekete, a management consultant specialising in risk management and environmental issues. Kiwekete, who also pens a popular column in the pages of SHEQ MANAGEMENT, opened the delegates' eyes when it comes to the ins and outs of ISO 45001.

Delegates then had the opportunity to network (and digest the day's proceedings) over cocktails and dinner at the awards function in the excellent Gallagher Grill.

James Quinn, vice president of the the Institution of Occupational Safety and Health (Iosh), opened the second day of the 2019 SaioSh Conference with a discussion on shaping the future of OHS, specifically from the perspective of Iosh. With its 2022 strategy, Iosh hopes to reach as many people as possible to enhance, collaborate and influence.

For Quinn, attracting more youth and students is key. He is currently working on a white paper on the inclusion of students and looking to invite student members to serve on the Iosh Council for a year. Part of attracting more youth, is also making OHS an attractive career for young people.

Iosh is also conducting a number of studies including whether smartphone messages will improve construction worker sun safety; the health and safety of remote workers; and evaluating mental health first aid in the workplace.

MAJOR CONCERNS SURROUNDING MENTAL HEALTH

Mental health is a particularly interesting topic for Iosh – especially in the construction industry. Quinn noted: "Even though deaths in construction are lowering in the UK, sadly, from the mental health side of things, the figures are alarming. Over 450 people, who work in construction, committed suicide in the UK last year." However, Quinn concluded that Iosh will continue to educate and work towards improving health and safety.

Greg Kew, an occupational medicine specialist, followed with a discussion on cannabis use and its impact on workplace testing and risk management. While the private use and possession of cannabis or marijuana has been decriminalised, Kew noted that duty of the employer is unaffected.



"The employer is still required to prevent an incident from taking place as a consequence of someone being under the influence of a substance, regardless of whether or not the substance is legal," he said. Employers can thus view cannabis in the same light as alcohol. However, testing if an employee is under the influence of marijuana is challenging.

Traditional urine tests can determine only if the individual uses the drug as traces of the substance remain in the body for up to two weeks, which results in a positive reading. Instead, Kew suggested a drug-alyser to test intoxication similar to a breathalyser test.



Although oral tests are available to determine if a person is under the influence, they present some challenges. It can be difficult to get a reliable source and, unlike alcohol with a limit, there is no widely accepted or agreed-upon limit for cannabis levels. (Read more on this topic in the 2019 Issue 5 of SHEQ MANAGEMENT.)

Moving on from substance abuse to repeat accidents, Owen McCree, MD of The Compliance Group, spoke to Saiosh delegates about why safety investigations fail. He started his discussion by pointing out that about 85 to 90 percent of accidents can be attributed to at-risk behaviour. He challenged a popular approach of not finding blame in an accident investigation.

"Explain to me the use of including safety protocol into a disciplinary code if there are no plans to use it," McCree said. "If a person has been trained, checked, tested and observed, they are competent by virtue of their training, knowledge and experience. If they breach safety procedures, they are responsible."

In addition to holding the relevant people accountable, McCree argued that the purpose of the investigation should go beyond just finding the root cause, but also why the root cause exists.

"When conducting an audit after a fatal incident, if I find there was poor communication, I investigate how this poor communication came about. I determine whether the line manager is competent and whether the supervisor understands effective communication," he explains. "We think we have the root cause, but it can be so much deeper and so much bigger."

After understanding all the factors affecting the incident, McCree urged OHS officers to collaborate with the other departments and use their expertise to find a solution. He added that there should also be measures in place to see if these solutions actually impact the OHS in the business.

Finally, Christo Nel, international direct of sales and marketing at UVEX, concluded the day with a discussion on the best practice for selecting personal protective equipment (PPE). This starts with ensuring a correct risk analysis is undertaken by a certified and qualified individual about the work environment, so that the manufacturer or supplier can make an educated recommendation about the correct PPE for the application. (Read more about Nel's suggestion when choosing PPE and a supplier in the next issue of SHEQ MANAGEMENT.)

SALUTING ACHIEVERS

Two sought-after awards, the Saiosh Student of the Year award and Saiosh Person of the Year award, are presented at the Saiosh Conference each year, and the 2019 event was no exception.

The Saiosh Student of the Year award for 2019 – given to an exceptional student studying for his/her National Diploma in Safety Management, or similar higher education qualification – was Dolly Mkize. "She completed seven second year subjects of the Unisa Diploma in Safety Management, achieving six distinctions. She missed the seventh one with just two percentage points," Neels Nortjé reveals.



The Saiosh Person of the Year – awarded to a Saiosh member who has done outstanding work in the OHS sector – went to Jerry Ramdunee, who has been involved in the safety, health, environment, risk and quality environment for more than 25 years.

"He is currently the national convener of ISO 45001 and represents South Africa at the International Organisation for Standardisation as a member of the ISO/TC 283, the body responsible for developing the ISO 45001 standard for occupational health and safety management systems. He is also a Chartered Member of Saiosh (CMSaiosh)," reveals Nortjé. Ramdunee also publicised an article on the ISO 45001 in the 2019 SHEQ Handbook. SM

MENTAL HEALTH AFFECTS SAFETY!

FOR SOME TIME NOW, I'VE BEEN WANTING TO WRITE ABOUT MENTAL HEALTH - A CONDITION THAT AFFECTS SO MANY LIVES

Some case studies on workplace accidents that result in serious injuries or fatalities have clear signs of deliberate, self-inflicted harm. Globally, more than 300-million people suffer from depression, the leading cause of disability, with many of these people also suffering from symptoms of anxiety.

In 2017, a survey by the South African Depression and Anxiety Group (SADAG) revealed that only one in six employees with mental illness said they felt comfortable disclosing the condition to a manager.

According to the World Health Organisation (WHO), a suicide occurs every 40 seconds and an attempt is made every three seconds. On average, 23 South Africans successfully commit suicide daily and another 460 attempt to take their own lives. Hanging is the most frequently employed method of suicide, followed by shooting, gassing and burning.

Risk factors for suicide among the young include the presence of mental illness – especially depression; conduct disorder; alcohol and drug abuse; previous suicide attempts; and the availability of firearms in the home.

Responsibility for promoting mental health and preventing mental disorders extends across all sectors of society. Poor mental health is strongly influenced by a range of social and economic determinants including income level, employment status, education level, material standard of living, physical health status, family cohesion, discrimination, violations of human rights and exposure to adverse life events, including sexual violence, child abuse and neglect.

The vision of the WHO Mental Health Action Plan is a world in which mental health is valued, promoted and protected. People with mental-health disorders should be given timely access to high-quality, culturally appropriate health and social care to promote recovery, in order to attain the highest possible level of health. This should enable them to participate fully in society and at work, free from stigmatisation and discrimination.

People with mental disorders experience disproportionately higher rates of disability and mortality. For example, major depressives and schizophrenics have a 40- to 60-percent greater chance of dying prematurely, owing to physical health problems that are often left unattended – such as cancers, cardiovascular diseases, diabetes and HIV/Aids – or through suicide.

A healthy workplace is one where workers and managers actively contribute to the working environment by

promoting and protecting the health, safety and well-being of all employees. A recent guide from the World Economic Forum suggests that interventions should take a three-pronged approach:

- Protect mental health by reducing work-related risk factors;
- Promote mental health by developing positive aspects of work and the strengths of employees; and
- Address mental health problems regardless of cause.

The guide highlights steps that organisations can take to create a healthy workplace, among them:

- Implementation and enforcement of health and safety policies and practices;
- Informing staff that support is available;
- Involving employees in decision-making, conveying a feeling of control and participation;
- Introducing organisational practices that support a healthy work-life balance;
- Initiating programmes for career development of employees; and
- Recognising and rewarding the contributions of employees.

Emotional intelligence refers to the ability to identify and manage one's own emotions, as well as the emotions of others. I truly hope that leadership in the public and private sectors collaborate and implement measures aimed at addressing workplace mental health.

In the coming months, greater collaboration will take place between Saioh and IOSH United Kingdom to support each other's campaigns – among them mental health awareness. **SM**

2019 SAIOSH CONFERENCE

The 2019 Saioh Conference was excellent with an exceptional line-up of speakers. The A-OSH Seminar – sponsored by Saioh – proved popular and should be repeated in 2020. I commend Saioh's CEO, Neels Nortje, and his team for working tirelessly to ensure everything ran optimally and for raising the bar over the previous conference. See the report on page 26.



Sanjay Munnoo has over 15 years' experience in the risk and financial services industries. He started his career at Alexander Forbes and now works at FEMA as Regional Manager. He held several leadership positions including that of chairman of the board at the Workers Accident and Rehabilitation Centre, and chairman of the KZN MBA Health and Safety Committee. Sanjay is a Chartered Member of Saioh (CMSaioh) and was appointed as president of Saioh in June 2017. He is currently completing a PhD in Construction Management.

CLIMATE CHANGE IS HAPPENING AND TRANSPORT OPERATORS NEED TO ACT NOW

AS CLIMATE CHANGE IS RISING ON THE POLITICAL AGENDA, COMPANIES ARE STARTING TO TAKE NOTICE. THAT'S ACCORDING TO SOPHIE PUNTE, EXECUTIVE DIRECTOR OF THE SMART FREIGHT CENTRE. SO, WHAT SHOULD TRANSPORT OPERATORS BE DOING?

Protests by youth and other concerned citizens in countries worldwide are increasing the pressure to do more than implementing symbolic measures with little impact. The Swedish student Greta Thunberg said: "You are not radical enough."

For the first time, governments are seriously thinking about carbon pricing and charging per kilometre

driven. Pension funds and insurers are getting nervous about investments that carry a high carbon footprint, or that are vulnerable to climate disruption. How do road-freight operators translate this to their own businesses in practice?

The first rule is: measuring is knowing. The universal method to calculate logistics emissions – the Global Logistics Emissions Council (GLEC) Framework – can help





BELOW: Sophie Punte, executive director of the Smart Freight Centre, says transport operators need to be cognisant of climate change..

shippers and carriers to identify improvement measures and improve operational performance.

The GLEC Framework is the only globally recognised, harmonised method for calculating and reporting emissions across the multi-modal logistics supply chain. This method can be applied in combination with existing calculation tools and green freight programmes, such as the EcoTransIT tool and the Green Freight Asia programme.

Next it's important that carriers focus on what they can control – the truck fleet – and look at efficiency measures from all angles. These can be realised through smart fleet

management that consists of five pillars: fuel choice and management; involving drivers and other staff; specs, operation and maintenance of vehicles and equipment; optimal use of internet connectivity; and measurement of fuel and emissions. Aside from emission reductions, companies can save money by optimal use of trucks, drivers and fuels, as well as higher filling rates.

“ For the first time, governments are seriously thinking about carbon pricing and charging per kilometre driven.

The good news for South African carriers is that the Road Transport Management System (RTMS), in partnership with Smart Freight Centre, is now offering training courses to fleet managers to help them identify what works best for their fleets.

The first 27 fleet managers were trained in April and more courses will follow later this year. Aside from information on energy-efficiency technologies and measures, fleet managers get to meet their peers and discuss what does and doesn't work.

However, even with the right training, it's unlikely that road-freight carriers will make substantial investments without help from shippers and the government. For example: the payback period for the purchase of an electric or hybrid >



truck can be five years. How does a company justify this investment if the customer will only give a one-year contract, and it's very uncertain whether the government will ensure that charging infrastructure is in place?

What does a company do if it works out a truck-train combination for a customer from Johannesburg to Cape Town, but the risk is high that this customer will want to go back to only trucks the moment that option becomes cheaper again? Shippers and governments must commit to longer-term contracts and predictable policy for carriers to

move on climate action.

The Smart Freight Centre, a global non-profit organisation, was established in Amsterdam in 2013. It strives towards efficient and zero-emissions global freight.

The Smart Freight Centre believes that increased transparency will mobilise multinational companies and their logistics partners to reduce the climate and pollution impact arising from global freight. It has a lofty goal: 100+ multinationals should reduce at least 30 percent of their logistics emissions by 2030 (versus 2015). SM

SERCO HELPS FURTHER DRIVER TRAINING AT COCA-COLA

Truck body and trailer manufacturer Serco has played a significant role in helping to further the safety of truck drivers at Coca-Cola Beverages South Africa (CCBSA) by building two specialised Protec steel trailers to house vehicle simulators.

CCBSA invests heavily in the safety of its drivers, as well as road users in general and conducts training at a variety of sites around South Africa. The company's idea was to create mobile training centres prompting the order being awarded to Serco for the custom-built trailers.

Serco built the two high-tech Protec steel trailers at its Johannesburg factory to house the mobile training centres and simulator equipment, as well as provide capacity to add additional features or accessories as required by the customer.

The trailer interiors were configured to provide space for the simulators, computer rooms, air-conditioning units, aluminium access steps with hand rails, as well as tail lifts.

Although the mobile centres will be used specifically for the training of truck drivers, there is potential – using different simulators – to train bakkie and forklift drivers in any area in South Africa.

Riaan Harmse, national fleet logistics controller at CCBSA, says his company was impressed with the final Serco product.

The driver simulators are a valuable addition to the hands-on training by experienced, in-cab instructors. Benefits include that there are no real safety concerns for drivers and equipment while undergoing training, there is no wear and tear, and no fuel is used on the actual trucks during training activities.



Clinton Holcroft, managing director of Serco, is passionate about safety. "Road safety is a critical component for any logistics company, particularly when lives are at stake. It's also important to bear in mind the significant impact accidents can have on a company's bottom line," he tells SHEQ MANAGEMENT.

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FIRST AID: MORE THAN JUST A TICK BOX

WHILE THE DISCIPLINE OF FIRST AID HASN'T CHANGED MUCH OVER THE YEARS, IN TERMS OF TECHNIQUES OR PROCEDURES THERE HAVE BEEN RECENT ADVANCES IN LEGISLATION, TRAINING AND EQUIPMENT. WE CHAT TO THE TEAM AT ST JOHN SOUTH AFRICA TO FIND OUT MORE

"First aid has not changed enormously in recent times," comments Dianne Silva, centre manager, St John Johannesburg. "However, strides have been made in the areas of cardiopulmonary resuscitation (CPR) research and there have been changes within the last five years on how CPR is undertaken. The focus used to be more on breaths, however, the world has moved to a more compressions-focused resuscitation.

"The focus on the early introduction of automated external defibrillators (AED) during lay-person CPR is a game changer in successful CPR," she adds.

EQUIPMENT

In line with the focus on CPR having changed from breaths to compressions, Silva explains that the AutoPulse automated CPR machine has brought a notable advancement to the field.

"This machine allows first responders or medics to continue compressions in instances where they become difficult (such as in a helicopter, during building evacuations, or in enclosed spaces) or where medical help is far away.

"The use of this machine is said to increase the return of spontaneous circulation (ROSC) by 3,6 percent and increase overall patient survival and discharge rates by up to 10,2 percent," Silva enthuses.

This battery-operated device is strapped to the patient's chest and provides unaided compressions by rapidly inflating and deflating a band for around ten minutes. It takes only 14 seconds for a first responder to strap this device onto the patient.

"The device decreases compression interruptions by 85 percent, which is in line with the compression changes in CPR. It is being tested in many countries and is being utilised in some places as standard," Silva notes.

LEGISLATION

Bheko Hlengwa, training marketing officer, St John South

Africa, says that there have been recent legislative changes regarding first aid, in that all first-aid training providers now require valid accreditation issued by the Quality Assurance Body, which has been delegated the quality assurance responsibilities for first-aid unit standards by the Quality Council for Trades and Occupations (QCTO).

"Companies will need to be selective when choosing a first-aid provider. They will need to be clear on whether the provider is accredited and reputable. If these training institutions are not QCTO accredited, it could land the company in hot water, as their health and safety officers are not compliant in the eyes of the law," Hlengwa warns.


TRAINING

Silva notes that St John South Africa sees these increased regulations in first-aid training as a positive. "It will ensure that the quality of training standards is maintained. However, for training institutions this will be a costly, administrative move, which may affect the smaller suppliers in the market," she notes.

Chris Martin, business development manager, St John South Africa, adds that companies must remain cognisant of their obligations when it comes to first-aid training.

"Currently, the Department of Labour stipulates that refresher courses need to be undertaken every three years for first-aid certification to remain valid, but the practical nature of first-aid training ideally requires more regular reinforcement," he says.

"There is a tendency to view first-aid training as a box-ticking exercise, or merely a means to stay compliant with legislation. However, from St John South Africa's perspective, first aid is something to be prioritised and valued.

"These are real life-skills that hold real value – both at an individual and organisational level – that can literally make the difference between life and death. Regular training will more adequately prepare a first responder to react appropriately in times of trauma or crisis," he concludes. 



BIGGER AND BETTER WITH EVERY YEAR

THE 2019 EDITION OF THE A-OSH EXHIBIT ATTRACTED MORE DELEGATES, DISPLAYED A GREATER VARIETY OF PRODUCTS AND WAS PACKED WITH INNOVATION. MARISKA MORRIS ATTENDED TO SEE WHAT WAS ON OFFER

Each year the annual occupational health and safety expo (A-OSH) offers more to its delegates. The 2019 edition was no exception. Held at the Gallagher Convention Centre in Midrand, from May 14 to 16, it offered delegates a number of interesting free-to-attend seminars and the opportunity to engage with industry leaders.

The seminars ranged from discussions on changes to OHS Acts or Standards and ergonomics, to the roles of various OHS professionals.

By far the most popular seminar of the three-day conference was the one on managing cannabis in the workplace, presented by Advocate Hendrik Terblanche from Legricon. At this presentation delegates were able to get more clarity on what the decriminalisation of the private use of cannabis means for OHS officers and the workplace.

Various personal protective equipment (PPE) manufacturers also had the opportunity to launch new products. BBF Safety, for example, launched the new Bova dual-compound rubber (DCR) boots. This new technology offers all the benefits of single-density and polyurethane rubber boots with none of their compromises.

DuPont also took the opportunity to introduce its new Tychem chemical glove range. At its launch Loren Pearson,

sales and marketing manager, noted: "We have many customers who trust in our products, but are quite confused or concerned about the correct hand protection to go with our protective garments."

"With the Tychem glove range, we can provide better clarification about the compatibility between gloves and garments, so that the user understands the level of protection." The range includes 13 different gloves for use in chemical protection. These range from light nitrile gloves for barrier protection, to various rubber and neoprene gloves that offer resistance to chemicals.

The Tychem NP570 CT, for example, is a neoprene, 13-gauge engineered yarn glove, which provides protection against acid, solvents, greases and oils. Certification on four of the gloves was pending at the time of the launch, due to a backlog caused by updates to standards. The certification on these gloves is expected soon, and include the Tychem BT730 and BT770 gloves for highly corrosive chemicals, as well as the Tychem VB830 and VB870 Viton coated gloves. DuPont has over 2 000 chemicals on its database that are tested against its gloves.

The small selection of gloves offered in the Tychem range was deliberate according to Pearson. "We have concentrated the range to make the selection process easier for the end user," she noted. However, there are plans

to expand the range further as DuPont receives feedback from its clients.

DuPont has also made it much simpler for customers to determine the most suitable garments for a specific work environment through its Safe Spec online tool.

"With the new range and the updates to Safe Spec, it will give customers the most suitable garment and glove when they enter a chemical and the concentration level. Up to five chemicals can be entered into the system and it will indicate exactly which garment and glove should be used," Pearson explained. She added that over two-million users access the tool each year.

Pienaar Brothers, another regular at the A-OSH expo, launched the new 909 C safety helmet with CLB aversion, which allows for a lamp bracket. "It is a high-quality hard hat at a reasonable market price with a very comfortable sweat band, cloth lining and easily adjustable ratchet," said Robbie Taitz, contracts manager at Pienaar Brothers.

By turning the ratchet at the back of the safety helmet, the wearer can adjust the fit of the hard hat without ever removing it. The 909 C can also be fitted with a chin strap and hearing protection. The earmuffs can simply be folded up to sit across the top of the hard hat when not in use, or folded down to fit over the ears when in use.

"It is a cost-effective, quality hard hat made in South Africa

best possible result. The safety helmet also comes with full care and maintenance instructions.

Claw Boots focused on its Come-n-Go safety garment range at the 2019 A-OSH Expo. It includes a wide variety of clothing including v-neck t-shirts, golf shirts, general shirts, jackets and ponchos in bright colours for various safety professionals.

The golf shirts and t-shirts are made from a moisture-management fabric to ensure comfort, while the CnG D59 Conti suit is flame and acid retardant. Grant Fraser, CEO



with genuine virgin, first-grade material," Taitz explained. "This is important because if different plastics that have been moulded before are mixed, the bonding of the molecules is compromised, as the plastic has already been heated once.

"Even if the same plastic is used, it doesn't bond as easily, so the impact protection is compromised. Genuine virgin materials provide the best quality," he added.

Pienaar Brothers can also emboss the hard hat on four points. There are multiple colours from which to choose. A non-solvent ink transfer at a curvature is used to ensure the

of Claw Boots International, noted: "The new directional clothing range, Come-n-Go, which is a world first, adds a fresh new dimension to safety and security."

The personal protective equipment (PPE) supplier also has a range of protective footwear on offer. When choosing boots, Fraser urges customers to ensure they are fit-for-use and to approach a reputable supplier.

"Claw Boots offers quality and technical know-how with world-class innovation. We also offer our customers great value at a fair price," he said.

Fraser added that the response on Claw Boot products at A-OSH was unmatched by any other expo he's attended. "I have, during the year, been at shows around the world, including in the United States, United Kingdom and Australia," he commented. "But I have never had such a great response. We have been inundated with interest and genuine enquiries. It has been fantastic."

The 2020 A-OSH delegates can keep an eye out for some of these products as the PPE supplier plans to return to the expo again.

For Runrite, the expo was an opportunity to highlight new service offerings as well as re-acquaint itself with A-OSH. "We have not exhibited at this show in over four years," said Justin Goldblatt, GM of Runrite. "I was pleasantly surprised at the increase in foot traffic and the quality of both exhibitors and attendees.

"We have been working in the background to build a





strong brand and increase our market share with the help of our main product Alcolizer, which is on the cutting edge of innovative technologies for the testing of alcohol and other drugs."

The new range of access-control-linked Alcolizer units received a lot of interest at the expo, but there was another focal point for Runrite – its saliva drug tests. The alternative drug testing units are becoming popular after the decriminalisation of the private use of cannabis, which now requires employers to test if an employee is under the influence, rather than if they are a user. Traditional urine testing is thus no longer sufficient.

portable gas detection. Honeywell is another strong international brand with extensive local after-sales support. We have a test instrument to measure many stressors that will enhance the on-site risk assessments already being performed," Goldblatt said.

Clients considering Runrite as a service provider can be sure that they will be at the heart of the discussion. "We have a customer-centric ethos driven by innovations our customers want. No idea or application is too 'out there' for us to consider and build a solution," Goldblatt commented. He added that exciting new products will be launched in 2020.

St John South Africa also returned to the 2019 A-OSH expo.



"We have been rolling out our digital saliva drug tester recently, and A-OSH was the perfect platform to demonstrate the effectiveness for business and corporate companies," Goldblatt explained. Runrite was also able to display some of its Honeywell equipment.

"We also represent Honeywell Analytics for fixed and

Chris Martin, business development manager at St John, noted: "We have to be at A-OSH, especially after the response we've seen year-on-year. It has a direct impact on our business. It is ideal for meeting clients and raising awareness of St John's service offerings."

For Martin, the opportunity to engage with clients face-to-face is what truly adds value, especially as the expo brings together the health and safety officers and decision-makers. Bheko Hlengwa, marketing officer for training at St John, commented: "There is a good fit between our service offerings and the people attending the event."

Along with focusing on its core service offering, which includes first-aid training, St John also used the opportunity to inform its clients that it will be relocating its Johannesburg branch from Braamfontein to 220 Jan Smuts Avenue, Rosebank.

Another returning exhibitor that felt A-OSH attracts the right clientele was Alco-Safe. Rhys Evans, MD at Alco-Safe,

noted: "We keep coming back, because it is the only expo that is really specifically targeted at our market. At A-OSH, we see more senior professionals in the occupational health and safety market."


The company, which specialises in alcohol and drug testing, has been exhibiting at the expo since its inception. Evans said: "The 2019 expo has been very good and very busy. We've had the right people stopping by non-stop."

Alco-Safe used the opportunity to highlight an existing product that has gained more traction recently: its saliva drug test. "Specifically, this year we are talking a lot about saliva drug tests," Evans commented. "We did have them at last year's expo, but since then we've had the ruling by the Constitutional Court that decriminalised the private use of cannabis."

"Saliva tests have become very important now, because they test for very recent use of dagga rather than extended use." (Read more about testing for cannabis in the workplace in an upcoming issue.)

There were even some new additions to the A-OSH Expo, including the Japanese hand-protection manufacturer Showa. Jennifer Alcock, marketing communications manager for Europe, the Middle East, Africa and Oceania at Showa, said: "Our experience at A-OSH has been very

positive. We were so much busier than we expected. We will definitely bring more people next year."

With the best occupational health and safety product and service providers exhibiting, as well as industry leaders and experts attending, A-OSH should be the most important event on the calendar of any OHS professional or company. Be sure not to miss out on any of the action at the 2020 event! 



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TREND-SETTING SHOWA ALL ABOUT INNOVATION

THE JAPANESE GLOVE MANUFACTURER AND INDUSTRY LEADER, SHOWA, OFFERS INNOVATIVE, QUALITY HAND PROTECTION, WHICH WAS ON DISPLAY AT THE 2019 A-OSH EXHIBITION

Whether it's the company's unique fibres developed in house, or the biodegradable material for single-use gloves, Showa offers products that inspire the industry. "We've been highly imitated over the last 65 years," says Tony Lynch, director of sales in Europe, the Middle East, Africa and Oceania at Showa.

"We see that as a pat on the back for a job well done, because nobody copies bad ideas. We have become the benchmark for a lot of glove companies, many of which have been successful as a result of products created by Showa."

The industry leader was founded by Akeo Tanaka, who first became interested in hand protection during the Second World War. After being drafted, Tanaka saw many of his peers lose their fingers to frostbite in the harsh conditions, despite wearing rabbit skin gloves and cotton under gloves.

However, it would only be after the war when he was working for a manufacturer that made PVC ink cartridges for fountain pens, that he would start designing protective gloves. He noticed that the industrial work gloves at the time were strong, but not functional. In 1953, he invented the first PVC glove – one that was both durable and flexible.

This spirit of innovation is at the heart of the Showa culture. Like its founder, the glove manufacturer makes sure that each glove is durable, comfortable and flexible. It also strives to meet the demands in the market.

"The company has had the 'always innovating and never

imitating' motto since its inception. We're about making products and solutions full of innovation and technology that add value to end customers and our distribution partners," Lynch explains.

Showa backed its motto at the 2019 A-OSH Expo with an incredible range of innovative hand protection. One of the highlights at the expo was the Showa DURACOIL mechanical glove range, which offers a cut-protection level C/A3. The innovation is in response to the new EN 388:2016 standard.

"The revision of the EN 388 standard requires gloves to have an additional cut-resistance test, which is now dictated by a performance letter. Gloves have to be evaluated on the Newton Performance," Lynch explains.

With the changes to the standard, many products were downgraded. Showa used this opportunity to provide clients with a better cut-resistant glove, while also gaining an advantage over its competition.

Lynch comments: "Many of our competitors source fibres externally. We choose to develop our own fibres in house so that we know what fibres blend together better and offer the highest cut resistance."

It developed DURACOIL, a yarn technology made from a blend of polyester, engineered cut-resistant fibre and high-performance polyethylene (HPPE). Each of the seven gloves in the DURACOIL range is lined with this yarn technology. There are various coatings to choose from including polyurethane (PU), latex, nitrile and uncoated.

"Depending on the needs of the customer, essentially any one of these seven gloves will handle the mass-market



ABOVE: Tony Lynch, director of sales in Europe, the Middle East, Africa and Oceania at Showa, speaks to A-OSH delegates about the wide selection of hand protection offered by Showa.

RIGHT: Jennifer Alcock, marketing communications manager at Showa, discusses the single-use glove range with a Showa client.

need for cut resistance," Lynch says.

In addition to the DURACoil technology, Showa also had its S-TEX glove range on display, which consists of Hagane Coil – another unique Showa yarn technology developed in house. Hagane is a steel fibre, which is made from the same material used in Japanese Samurai swords.

"It's very strong, flexible and also stainless. The Hagane fibre is blended with polyester to create the Hagane Coil technology used in the S-TEX range, which gives us a higher cut-resistance performance compared to products offered by our competitors," Lynch explains. The S-TEX range is a premium-end product, while DURACoil fits more into the mid-range category.

Showa has also developed a biodegradable single-use or disposable glove. "About four years ago, we looked at the impact of glove waste on the environment, in particular single-use or disposable products," Lynch says.

"Countries like Australia, South Africa and the United Kingdom, still put a lot of their waste into the ground. If you put a regular chemical or a regular single-use glove into an active landfill, it will take around 300 to 400 years to biodegrade. That's a long time.

"So, we've invented the Eco Best Technology (EBT) – an organic substance found inside two of our single-use gloves, two chemical gloves and a synthetic glove."

Tests undertaken on this biodegradable glove show that it will decompose in an active landfill within one to five years. This is a significant difference. This technology could be used in any of the Showa gloves according to the manufacturer.

With an incredible range of unique gloves, Showa has now set its sights on South Africa and has plans to grow its brand in the market.

"We are the sleeping giant in this market. We have been

present in South Africa through our distribution partner for some time, but now we plan to broaden distribution and strengthen the visibility and brand of Showa," Lynch explains. A-OSH was the perfect platform for the manufacturer to do just that.

It allowed Showa to meet with end-users and potential distribution partners. Jennifer Alcock, marketing communications manager at Showa, says: "Our experience at A-OSH was very positive. We were so much busier than we expected. We will definitely bring more people next year.

"Customers who visited our stand were also able to feel the quality of our gloves. They are already saying the single-use nitrile material is so much thicker than what they are used to, while the mechanical gloves feel lighter and more comfortable even with high cut-resistance levels. The market seems to be very price-sensitive, but that shouldn't be a problem for us. Although Showa is typically a premium brand, our technology developments have enabled us to bring out high quality products at a competitive price. The



DURACoil range is a perfect example"

While price is important, it is not the main focus for Showa. Lynch comments: "We've never been a company to sell on price. We sell on technology and innovation. We can be competitive on price, but we always leave that for the very end of the discussion. Showa has always been about designing or innovating something different.

"Our double-digit growth year-on-year is as a result of innovating products that add value to end users and partners. Our goal is to always bring something new.

"With an incredible total of 185 high-quality gloves that are all traceable through the manufacturing process, Showa clients can be sure they are getting the best. We recommend buyers consider the application and features required for the work environment when contacting a manufacturer for a glove," says Lynch.

"Customers should do an analysis of the working environment, assess the risks and what is required from the product. With the 185 gloves that Showa has across all categories, there is a solution packed with innovation for every application," he concludes. **SM**

TRAINING TO SAVE LIVES

From relocating its Johannesburg training facilities and complying with new regulations to the importance of first-aid training, St John South Africa used the 2019 A-OSH Expo as an opportunity to inform

First-aid training provider, St John, is no stranger to A-OSH and this was its fourth consecutive year at the occupational safety and health (OSH) exhibition. Taking part in the event, which brought numerous industry players to the Gallagher Convention Centre in Midrand, is a "no-brainer" for the organisation.

"The one event we have to be at is A-OSH. For us it is a premier event at which to engage with our stakeholders at all levels on a one-on-one basis rather than via traditional marketing methods," says Chris Martin, business development manager at St John. Part of the appeal of the expo is the niche audience that it draws for St John.

"Everyone needs first-aid training, but A-OSH allows us to target a specific segment or niche of our market," Martin notes.

St John used the platform to highlight its core service offerings including first-aid training, health and safety training, as well as community-health development opportunities.

"Health and safety, and certainly first aid, is often

overlooked. We can't stress enough the importance of having these fundamental principles in place. It is literally a case of life and death," Martin says.

While there are numerous changes in the regulations around the accreditation of training providers, St John is unaffected. Bheko Hlengwa, marketing officer for training at St John, comments: "We're proud to say that St John is one of the training providers already accredited with the Department of Labour and relevant bodies.

"We can safely say that St John is fully compliant with all the changes to legislation in terms of first-aid training." Among the number of changes, St John, along with its peers, will be moving to the Quality Council's Training Organisation (QCTO) later this year.

The organisation has also regained its Level 1 BEE status. It is teaming up with government on its Youth Employment Service (YES) campaign and is relocating its Johannesburg branch to 220 Jan Smuts Drive, Rosebank.

"Our premises were previously based in Braamfontein, which is historically a very important place for St John, but is not necessarily the best place for training clients. Our new site is very central and prominent and we hope to attract many new clients to undertake training at the new premises," Martin concludes.

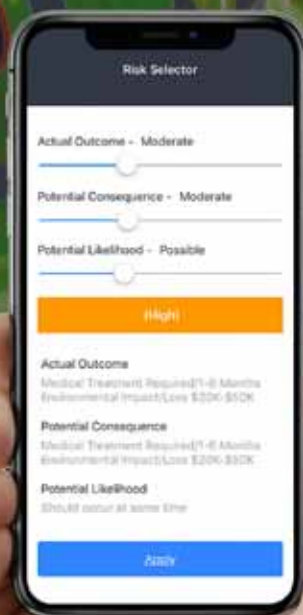


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THE KIND OF RUBBER THAT REALLY MATTERS

WITH THE INTRODUCTION OF DUAL-COMPOUND RUBBER-SOLING TECHNOLOGY IN AFRICA, FOOTWEAR CAN NOW OFFER BETTER DURABILITY AND MORE COMFORT

Even when working in the same industry, employees often require footwear that is fit for different purposes with varying levels of protection. Traditionally, people working in extreme or hazardous conditions required footwear with a single-density vulcanised rubber sole, a nitrile rubber sole, or a dual-density polyurethane rubber sole.

The single-density rubber sole can compromise on comfort as it makes for a heavy shoe with no midsole. The use of polyurethane rubber, on the other hand, results in a lighter boot that offers more comfort, but compromises on durability. Dual-compound rubber (DCR) technology, however, offers all the benefits with none of the compromises.

It uses two different layers of rubber with the soles directly injected onto the uppers (the part of the shoe that covers the foot) for a superior bond that increases longevity. In DCR footwear, the polyurethane is replaced with a lightweight rubber to fight the destructive impact of hydrolysis, or the breakdown of chemicals, due to its reaction to water.

The technology is ideal for environments with fluctuating temperatures and is resistant to 300°C direct and radiant heat, acids, oils and chemicals. It has superior slip, penetration and abrasion resistance, is shock absorbent and has a 100-percent waterproof sole. It's ideal for use in the mining, oil and gas, heavy construction and engineering industries.

This new technology can be found in the Bova footwear range. Peter Gerbrands, group marketing manager at BBF Safety Group, which manufactures and distributes the Bova range, says: "The challenge for us was to find a way to bring together the benefits offered by both the single-density

vulcanised rubber and dual-density polyurethane soling technologies, while eliminating their shortcomings.

"This technology is available through only a handful of manufacturers around the world, due to the complexity of the sole injection, and until now has not been manufactured on the African continent. This meant the DRC boots had to be imported, which made them expensive."

“Dual-compound rubber technology offers all the benefits with none of the compromises.

However, with Bova now manufacturing the product locally, it can offer the high-quality footwear at an affordable price. BBF Safety launched the new Bova range at the 2019 A-OSH Exhibition. The range includes a six-inch boot, two eight-inch boots, a shoe and Chelsea boot.

Gerbrands comments: "Bova has earned a reputation for manufacturing safety footwear that is engineered for purpose rather than applying a one-size-fits-all approach." With this in mind, the manufacturer plans to expand the DCR footwear range further with a specialist boots for extreme risk-associated environments with specialist applications.

"It is our responsibility to constantly explore the products we release into the market and ask whether this is the best that we can offer our wearers. As technology evolves, it is our job to update our products to reflect the latest in safety footwear engineering, in line with market requirements and costs," Gerbrands concludes. SM

WAR ON SINGLE-USE PLASTIC

PLASTICS SA BELIEVES THE BAN OF SINGLE-USE PLASTIC BAGS BY RETAILERS, SHOPPING MALLS AND EVEN COUNTRIES IS A RASH RESPONSE. MARISKA MORRIS INVESTIGATES WHETHER THIS IS MASS HYSTERIA OR THE BEST SOLUTION TO SINGLE-USE PLASTIC WASTE

The United Nations officially started the countdown to an environmental catastrophe last year when it announced that the global population has only 12 years to prevent the irreversible damage caused by global warming. It is no wonder then that more people are taking environmentally friendly living very seriously.

Along with reducing their carbon footprint, many people have expanded this concept to all aspects of their lives, which has resulted in outrage over single-use plastic waste. According to the World Wide Fund for Nature (WWF) South Africa, an estimated eight-million tonnes of plastic enter oceans globally.

Single-use plastic is more commonly not recycled, which means it is more likely to end up in the ocean or landfills. After a video emerged of a plastic straw wedged into a turtle's nostril, consumers turned on plastic straws. Soon, most restaurants offered metal or biodegradable alternatives – or simply no straw at all.

Single-use plastic bags seem to be next on the chopping block. Countries like Kenya and Taiwan have completely banned plastic bags, while others like the United Kingdom (UK) are dedicated to eliminating plastic waste. Some states in the United States (US), like Hawaii, California and New York, are also banning plastic products.

While South Africa is still discussing the potential ban on single-use plastic, some retailers and shopping centres have already moved away from the material. However, not everyone is in support of this approach.

Anton Hanekom, executive director of Plastics SA, states: "Moves by retailers and shopping malls to ban plastic shopping bags are simplistic, rash responses to a

complex problem. What's required is a rational solution to the genuine crisis of plastic pollution, not an emotional reaction."

He argues that inadequate waste management and recycling infrastructure lies at the root of the plastic pollution problem rather than the consumption of single-use plastic. He references a 2017 study by the Danish Environmental Protection Agency titled: Life-cycle assessment of grocery carrier bags.

"Many of those championing a ban on plastic bags fail to understand the impact that alternative materials have on the environment," Hanekom says. "In a ground-breaking study on plastic bags, the Danish Ministry of Environment and Food found that many of the so-called alternatives would have a far greater negative environmental impact than plastic bags."

"The report indicated that organic cotton shopping bags, for instance, would have to be reused a staggering 20 000 times to have the same low environmental impact as plastic shopping bags."

The report considered each material's impact on all the various environmental factors. Cotton was the lowest ranking when all the indicators were considered, but when looking only at climate change, organic cotton bags had a recommended reuse rate of 149 times, while the reuse rate for conventional cotton bags was 52 times.

According to research organisation Nielsen, South Africans do about 60 shopping trips a year. Cotton bags, thus only need to last between one and three years to have a positive impact on climate change. In addition, the study doesn't mention the convenience of easily washing

and mending a cotton bag compared to single-use plastic bags.

Furthermore, cotton isn't the only alternative. According to the study, biopolymer bags – made from bioplastic – only needs to be used 42 times when looking at all environmental factors. Both bleached and unbleached paper bags had reused rate of 43 times considering all environmental factors.

However, the most significant fact excluded from Hanekom's study is that Denmark encourages the use of single-use plastic bags to dispose of waste as this gets turned into energy. In 2005, Denmark had 29 waste-to-energy plants that treated 3,5-million tonnes, or 26 percent, of the country's waste.

Today, an incredible 93 percent of the country's waste is recycled or incinerated at the waste-to-energy plants. The electricity generated through this process powers about 400 000 households in Denmark, while the

heat generated warms more than 12 percent of residential buildings through the district heating system.

However, circumstances in South Africa are different. The first and only waste-to-energy plant in the country opened in Cape Town in 2017. While the amount of waste diverted varies, based on the source, it seems that the



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most of it is sent to landfills, where the plastic toxins can seep into the ground and potentially contaminate water resources.

Stats SA concluded that there were 108-million tonnes of waste in 2011, of which only ten percent was recycled or reused. Based on extrapolated 2011 figures, there were 111-million tonnes of waste in 2016, of which 75 percent ended up in landfills. There is also a lack of space in the landfills to accommodate the amount of waste.

In 2018, *Independent Online* quoted Mpact spokesperson Donna Noble-Marie: "South Africa's biggest problem is that we are running short of landfill sites. We should start encouraging South Africans to start recycling at home and not mix the recyclables with other waste. Government policies are on the right track and in place to encourage recycling."

Hanekom also highlights recycling as a potential solution. There is quite a strong recycling culture in South Africa. The country consumes less plastic than many of its peers at around 30 to 50 kg of plastic per person per year, compared to 136 and 139 kg of plastic consumed respectively by the US and the European Union (EU).

According to the Plastics SA 2017 National Plastics Recycling Survey, about 43.7 percent of plastic in South

Africa is recycled, and the recycling industry supports 5 837 formal jobs.

The US recycles only around 4.4 percent of its plastic waste with the EU recycling 42.2 percent.

Hanekom comments: "In 2017, the plastics industry collected more than 43 percent of packaging placed on the market for recycling with less than 700 000 t going to landfill. The industry is showing year-on-year increases in the recycling rate, but those efforts alone are not going to win the war on plastic pollution."

He urges government to fix the inadequate waste-management facilities and improve infrastructure for collecting and recycling plastic. "Government can do this if it ring-fences the plastic bag levy, which has increased from three cents per bag when introduced in 2003, to 12 cents in 2018," Hanekom says.

"The nearly R2 billion that has been raised through the levy so far should never have been absorbed into the black hole of our national fiscus. Instead, the levy should have been used for its intended purpose: to develop better recycling facilities and encourage sustainable consumer behaviour."

With inadequate infrastructure, it seems unlikely that government will be able to provide additional support to the recycling industry. Time is also against South Africa – both in terms of landfill space and global warming. Despite



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reservations from Plastics SA, banning single-use plastic might be the most effective, short-term solution to the single-use plastic waste problem.

In any case, both government and industry might not have much of a choice with the push-back from consumers. The 2015 Global Corporate Sustainability Report by Nielson estimated that 66 percent of consumers are willing to spend more on a product if it comes from a sustainable brand. This percentage is even higher among millennials.

Many brands are adapting to this market trend. Pantene, a manufacturer of hair products, is designing refillable aluminium bottles for its products, for example. US-based online retailer Loop is also repurposing the milkman strategy in which the retailer owns the packaging rather than the customer.

Loop provides its clients with their familiar products in reusable packaging delivered in a tote bag or cotton bag (as opposed to a cardboard box) with the client scheduling a convenient time for empty packaging to be collected. The customer then has the option of refilling or receiving their deposit back on the packaging.

Tom Szaky, CEO of Loop, in an interview with *Vogue*, notes: "Recycling is a solution to the system of waste, but not the root cause. It's like taking Tylenol every morning because you have a migraine. The Tylenol is a solution to



the symptom, but you aren't solving the reason you have a migraine."

While the future of single-use plastic remains somewhat uncertain, the industry can be sure of disruptions and a demand for sustainable solutions from customers, which might require plastic manufacturers to invest more in alternatives or waste diversion and recycling. SM



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WITH 2018 HIGHLIGHTING MOVEMENTS SUCH AS #METOO AND #TIMESUP, WHICH ACTIVELY DENOUNCE THE UNEQUAL TREATMENT OF WOMEN, ONE COULD ARGUE THAT WOMEN ARE FINALLY ON THEIR WAY TOWARDS MEANINGFUL CHANGE, EVEN IN THE WORKPLACE, BUT IS THIS THE CASE? LIANA SHAW REPORTS

"J P Morgan: Is Wall Street's first female boss a step closer?" That this headline was chosen by the *BBC* to announce Marianne Lake's April appointment to head of consumer lending business, speaks volumes for the lack of progress on gender equality in the workforce.

Lake's promotion instantly raised the question of succession within the company, with many speculating whether she was being earmarked to take over from chief executive Jamie Dimon. Whether or not she will, only time will tell.

According to Shelley Zalis, CEO of the Female Quotient, while 2018 generated a lot of awareness and conversation around the need for change and parity, there is still much progress to be made.

In an article for *Forbes*, published on January 4, Zalis claimed: "Less than five percent of CEOs at Fortune 500 companies are women, and only about 34 percent of global managers are women, according to the latest Global Gender Gap Report."

In the United States (US), change, although somewhat

slow, is occurring with more companies offering equal paid family leave, rethinking the "nine to five" work model in favour of flexible schedules that allow for work-from-home days, introducing quotas to get more women on boards, and more states now making it illegal to ask for previous salary history. All this has occurred after the release of a McKinsey Global Institute report that stated that closing the wage gap could add US\$ 2.1 trillion to the US economy.

Business Report of April 17, 2018, states that in South Africa, while women have made considerable advancements in business and politics, in other avenues they still lag far behind their male counterparts – particularly when it comes to gender equality in the workplace.

In fact, the World Economic Forum's 2017 Global Gender Report findings revealed that gender parity is more than 200 years away, with South Africa ranked 19th in the global index report on gender inequality, and men still earning two percent more than women.

Another study, conducted at the University of Johannesburg, estimates that the South African gender gap

is on average between 15 and 17 percent.

More alarming still, the National Bureau of Economic Research claims that it takes women an additional ten working years to earn a salary equivalent to that of a man.

While gender inequality in the workplace remains a hot topic, realistically, women are still likely to earn less, or be passed over for some posts or promotions, due to their gender.

The corporate environment is becoming more and more cut-throat with employers often expecting a 24-hour commitment to the job ahead of child-bearing and familial responsibilities. Small wonder then that the majority of prestigious board and corporate appointments go to men.

Interestingly, as of 2017 and for the seventh year running, Iceland has topped the World Economic Forum's survey for gender equality, particularly when it comes to closing the gender income gap.

This tiny island has implemented corporate quotas which ensure that women hold as much as 44 percent of representation on company boards. Even more impressive, over 80 percent of women in Iceland make up part of the workforce. And lest we forget, Iceland elected its first female prime minister, Johanna Sigurdardottir, in 2009 for a term than ran to 2013.

According to *The Guide to Iceland*, the nation's women are proud of these progressive statistics. Fighting for progress and gender equality is not new to this part of the world with Iceland and Scandinavia coming second, third and fourth respectively in the 2016 World Economic Forum survey.

However, closer to home, Bridgette Mokoetle, industrial relations and legal services executive at the Steel and Engineering Industries Federation of South Africa, argues that mere quotas alone imposed by government are unlikely to result in real change.

She claims: "The government will have to implement better policies and legislation that make it mandatory for companies to take part in actively advancing women and particularly closing the gender wage gap."

According to *fin24*, women remain under-represented at executive level in South African companies with only one female CEO in the JSE top 40 (according to a research report by PricewaterhouseCoopers).

The report states that for every ten men, only eight women are employed or actively looking for work. This report, released in 2018, calls for the implementation of legislation to address the issue, proposing quotas for women on boards and in executive positions to close the gender gap. SM

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