



Incident-Free Workplace

WSH Symposium on Cranes

15 January 2020 | James Wong



Exercise: Personal Introduction

- Name
- Company / Trade / Role
- What do you like to do during your free time?
- What do you wish to get out of the Crane Symposium today?





James Wong

Deputy EHS Director, Exyte Asia-Pacific

📍 Singapore

✉ James.Wong@exyte.net

☎ +65 6725 8824

Experience

James joined Exyte as Deputy EHS Director for APAC in 2016. His primary focus has been to position Exyte APAC to deliver 'Best In Class' EHS performance through building and sustaining an Incident-free Workplace (IFW) culture. He does this by integrating the basic human competency and their need for care and concern.

James has more than 20 years of EHS experience across Asia. He has worked for EPC contractors, clients and consultants across Asia including Singapore, China, Taiwan, Korea, Indonesia and Malaysia. He utilizes his depth of experience and project specific expertise to influence high-performance transformational leadership focused around incident and injury-free work environments.

At a Glance

Focused Strategy on High-Tech Facilities



History of **100+** years



Special expertise in
controlled and regulated environments



Serving the most
technically demanding clients



Full spectrum of services from consulting
and design to managing turnkey solutions



Client-centric operation in **20+** countries



Uniquely positioned to support
clients **locally and globally**



Sales of **€3.5bn** (2018)



Around **5,600** employees (2018)
with ~3,000 employees in APAC



Exyte is a global leader in the design, engineering and
construction of high-tech facilities, plants and factories



Advanced Technology Facilities (ATF)

- Semiconductor
- Flat Panel Display
- Photovoltaics
- Batteries



Life Sciences & Chemicals (LSC)

- Pharmaceuticals
& Biotechnology
- Food & Nutrition
- Consumer Care
- Specialty Chemicals



Data Center (DTC)

- Cloud Computing
- Co-Location
- High Performance
Computing
- Enterprise

Exyte's Incident-Free Workplace Program

Safety as an Organizational Value

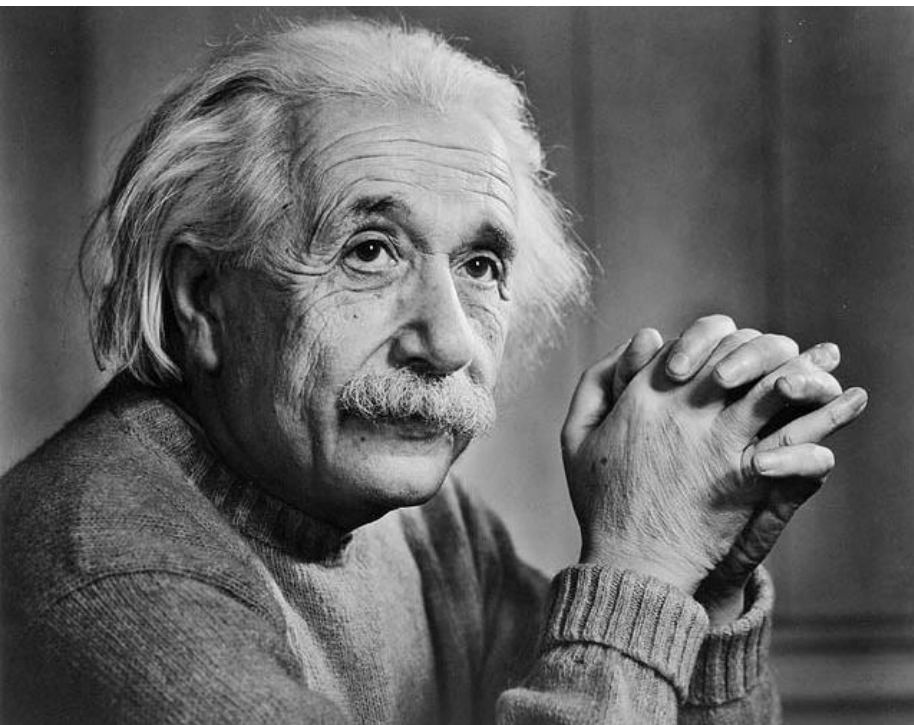


How We Started?



≠ **Good
Safety
Performance**

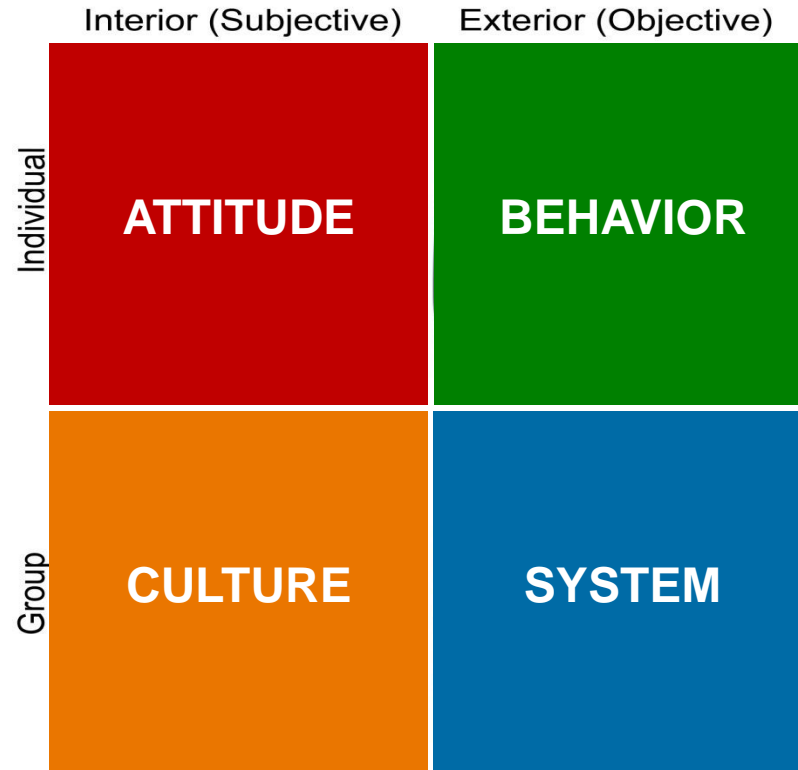
How We Started?



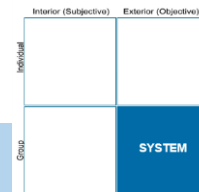
*The definition of insanity is
doing the same thing over and
over again, but expecting
different results.*

Albert Einstein

The Integral Model



Integral Model: System



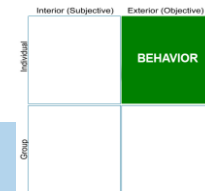
Then

- Selection of lifting crew based only on submission of certificates
- No system of organizing lifts: lifting activities done on an ad-hoc basis
- Lifting crew competency tracked manually
- Paper Permit-to-Work application
- Fatigue due to overworking

Now

- Pre-qualification of lifting crew
- All lifting requests comes through Exyte's lifting superintendent
- Lifting crew competency tracked using code reader
- Electronic Permit-to-Work: greater efficiency with on-line application and approval
- Prohibited access to site for lifting crew after 72 hours of work; tracked through the biometric system

Integral Model: Behaviour



Then

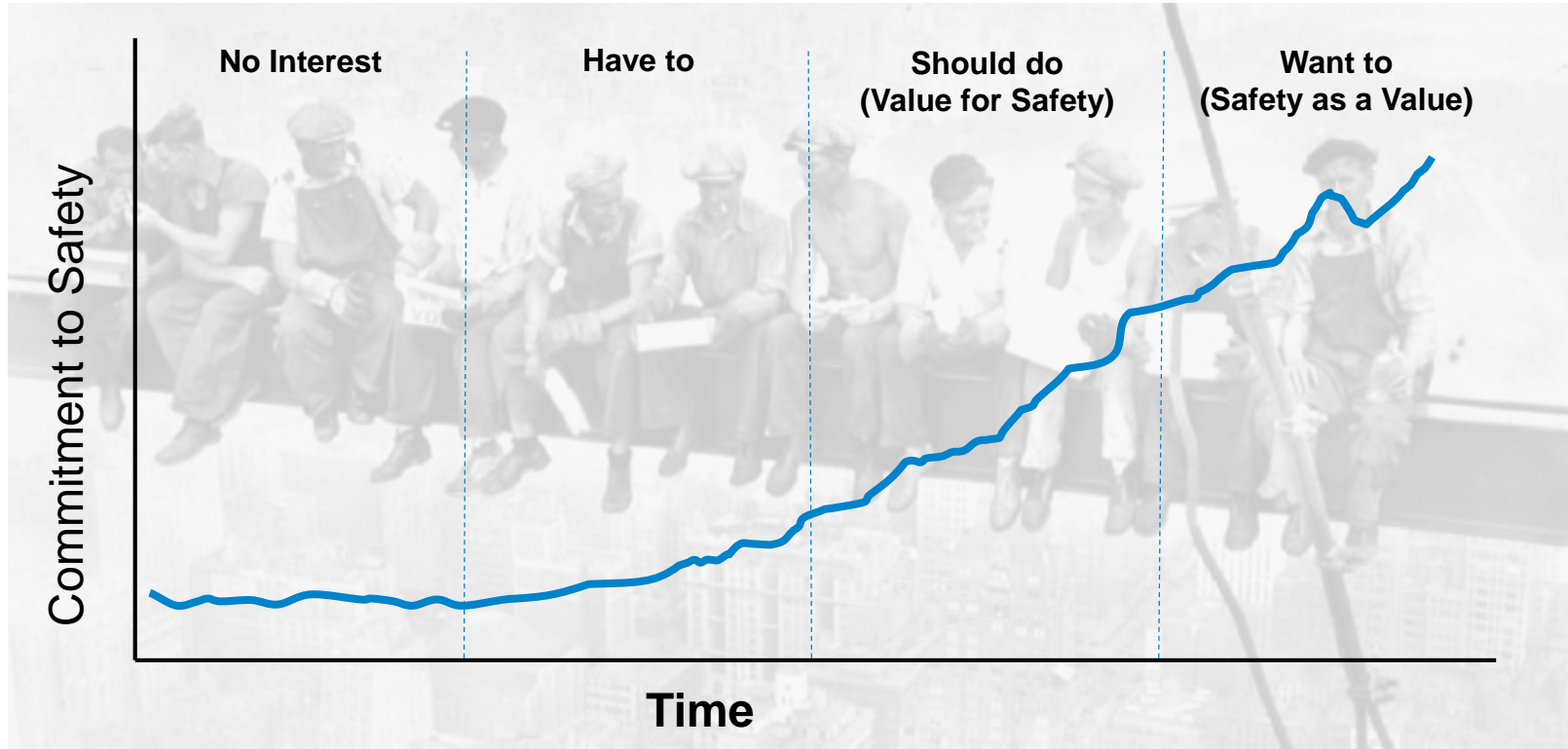
- JSA was a 'tick-the box' exercise
- Focus: Mark attendance to satisfy audit requirements
- Supervisor/Foreman SAYS, workers DO



Now

- JSA is a 2-way conversation
- Pre-Start Talk (implement a new method)
- Focus: Workers' understanding
- Employs the E.A.T. method
 - Explain the task → It's about "Why", and not "How" to do it?
 - Ask questions (mostly open-ended) to test the workers' understanding
 - Tell (or repeat) to workers what one hears.

Integral Model: Attitude



Integral Model: Culture



Safety Management Approach

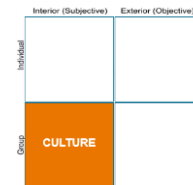
Efficient safety management system that supports the business is complemented by a culture of care and concern

Safety as a Core Value

Safety exists not only as a priority, but as a core organizational value

Safety – A Responsibility for All

People follow safety rules because they choose to be responsible for their own safety, and for the safety of those around them



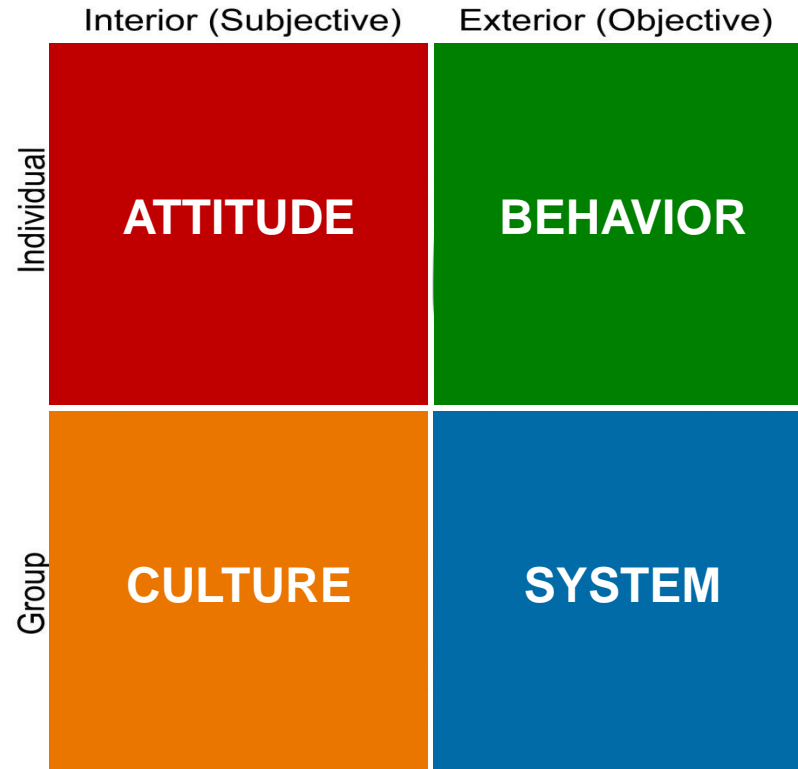
Empowering Safety

Subscribes to strong relationships being the foundational building blocks of all accomplishments and where people are empowered to speak up on any safety concerns

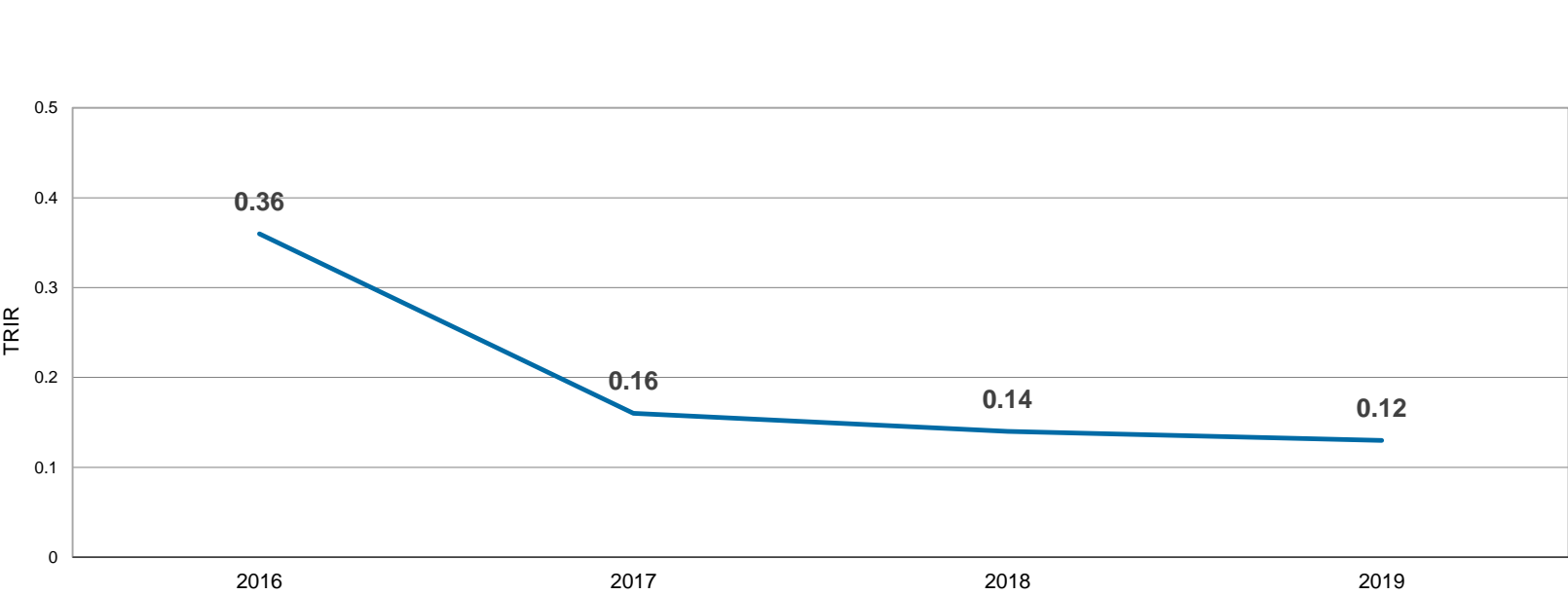
Incidents are Avoidable

Intolerant of any incidents or injuries, with a firm belief that all injuries are avoidable

The Integral Model



Significant Improvement in TRIR Across the Region



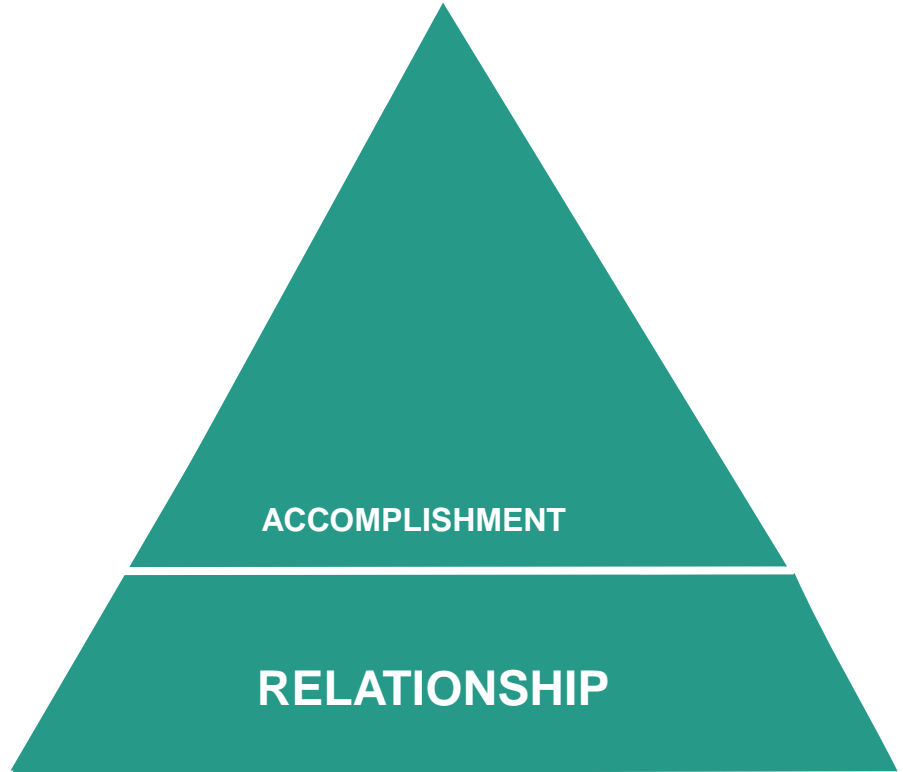
The IFW program was implemented in 2016

Our IFW journey continues...

Conclusion

Expand the relationship and
the opportunity for
accomplishment
expands proportionately

The foundation of all
accomplishments is
relationship.





Thank you

James Wong
Deputy EHS Director
Exyte Asia-Pacific