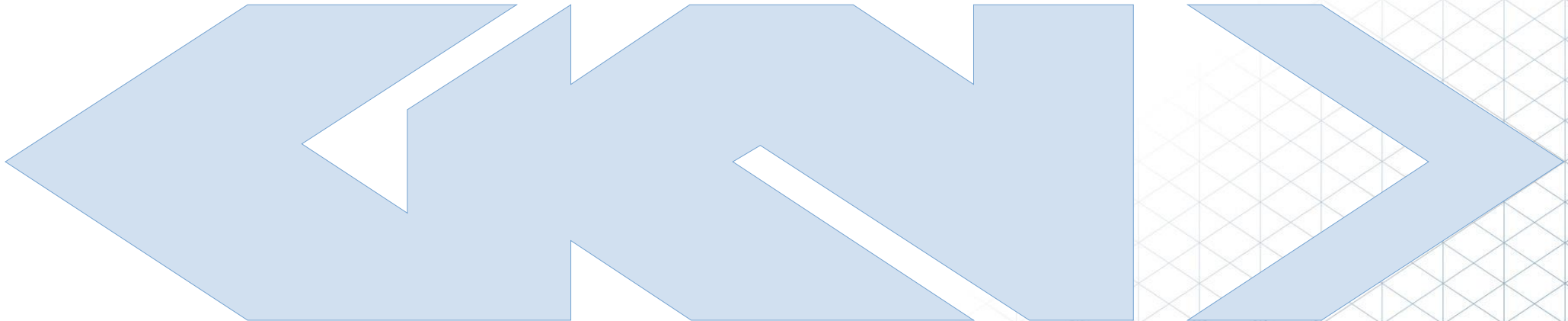




thinkSAFE!

How GKN Aerospace created a safer environment.

Ron Racké, Head of Quality Systems & Airworthiness GKN Aerospace Europe & Asia,
Ton Prins, Lead Safety Officer GKN Fokker Aerostructures



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NAG IQ cluster meeting, Alkmaar 5 November,

Introduction

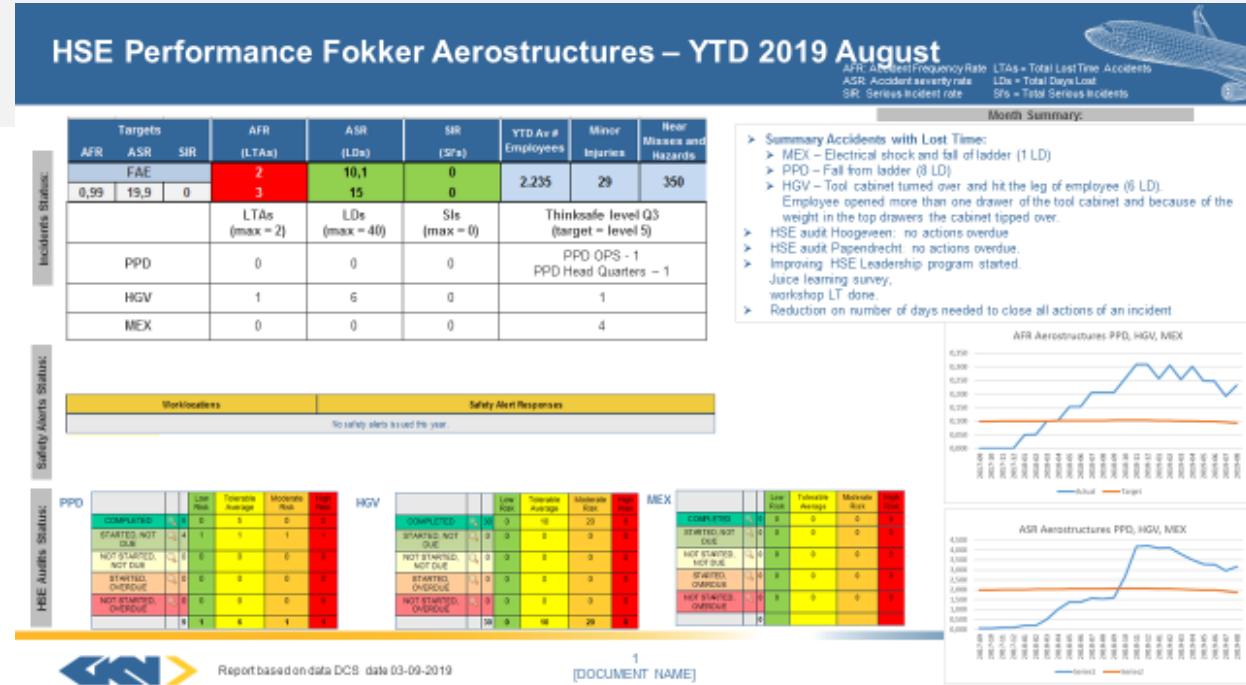
- Former Fokker companies were bought by GKN in 2015
- GKN is globally operating, 250 year old Technology Company in Aerospace, Automotive, and Advanced Materials businesses
- Growth through acquisition, from 1994 active in Aerospace (Westland Aircraft)
- GKN sites in 50 countries employing approx. 58.000 employees worldwide, of which 18.000 in Aerospace
- Few years prior to acquisition of Fokker, GKN experienced a significant number of serious accidents, culminating into 4 casualties in one year
- Top management realized that a safe working environment for it's employees is a key pre requisite to be seen as a responsible employer, resulting in a worldwide Safety Program "thinkSAFE"

thinkSAFE!



Globally deployed and mandated:

- Safety policy
- Safety standards
- Incident reporting
- Safety alerts (cross site learning)
- Safety audits (strange eyes work better)
- Safety reporting to management (first topic in every report on all levels!)
- “thinkSAFE!” quarterly meetings



Principle behind thinkSAFE!: iceberg theory



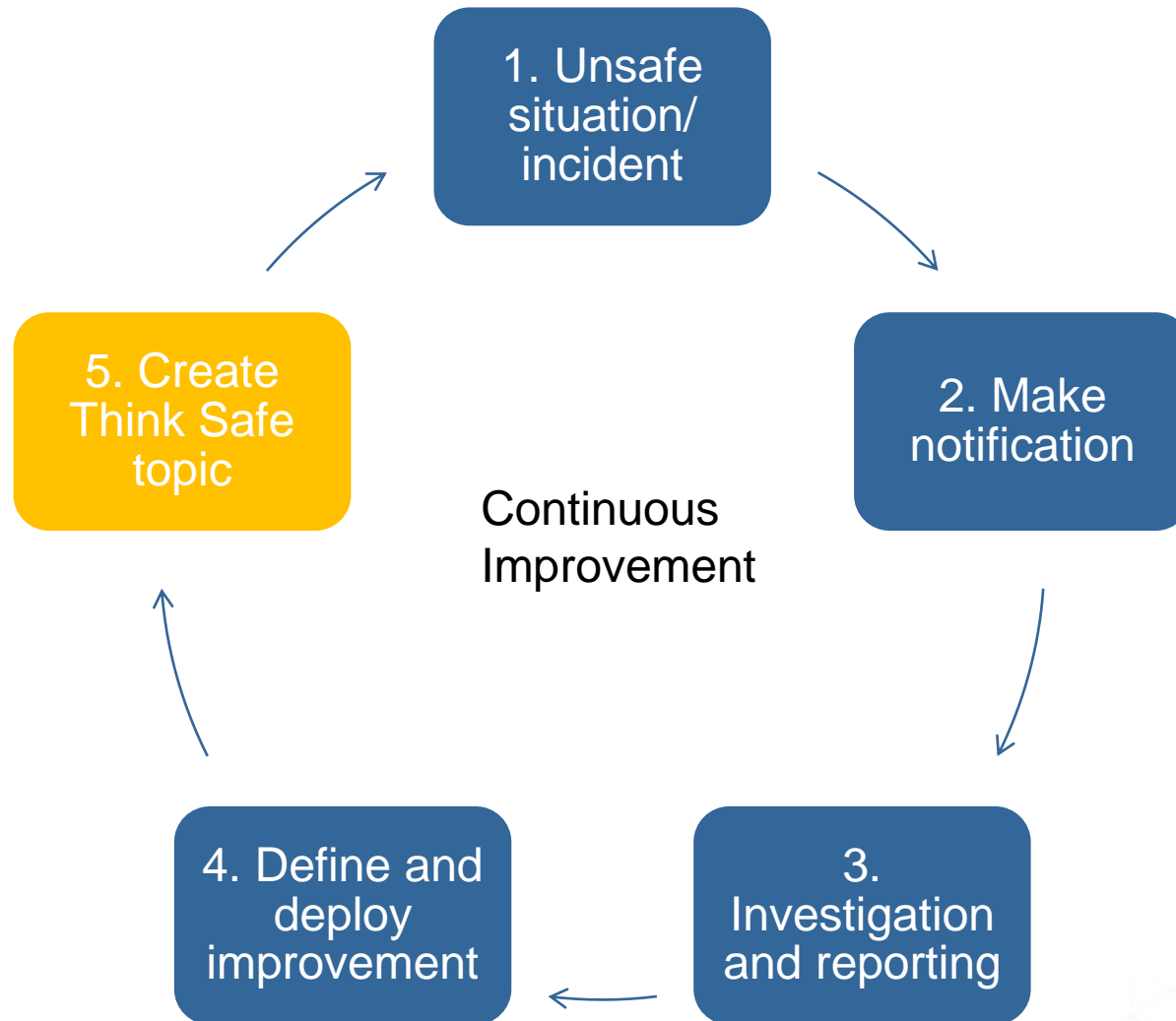
For every serious incident there are a multitude of near misses or potentially hazardous situations

These can all result in real incidents if not addressed timely and effectively

If we get insight in those 10.000 hidden incidents (under waterline) we have an opportunity to prevent the serious accidents

For this purpose thinkSAFE! program has been developed

The process



thinkSAFE!

1. Potentially unsafe situation can create real issue if not corrected
2. All employees are expected to make notification of unsafe situations
3. Operations must make an investigation of all notified unsafe situations. Real incidents and accidents must be reported to global level
4. Appropriate improvements are defined to avoid future occurrence
5. Define quarterly safety topics, based on reported incidents.

thinkSAFE! sessions

Train the trainer process

The cascade of thinkSAFE!



thinkSAFE!

- Quarterly trainings are presented through cascade system
- Applicable to manufacturing area's and offices alike
- Presentations in Safety Corners (create special moment away from working environment)
- Topics are based on lessons learned from actual incidents

Introduction thinkSAFE! Program

Quarterly presentations to all employees:

- create awareness of hazards in working environment
- Involve employees with safety enhancement
- ALL employees are involved, starting with the CEO
- Line management is responsible, not HSE manager
- Applicable to manufacturing area's and offices alike.
- Presentations in safety corners (create special moment away from working environment)
- Topics are based on lessons learned from actual incidents



Experience after 3 years of thinkSAFE! sessions

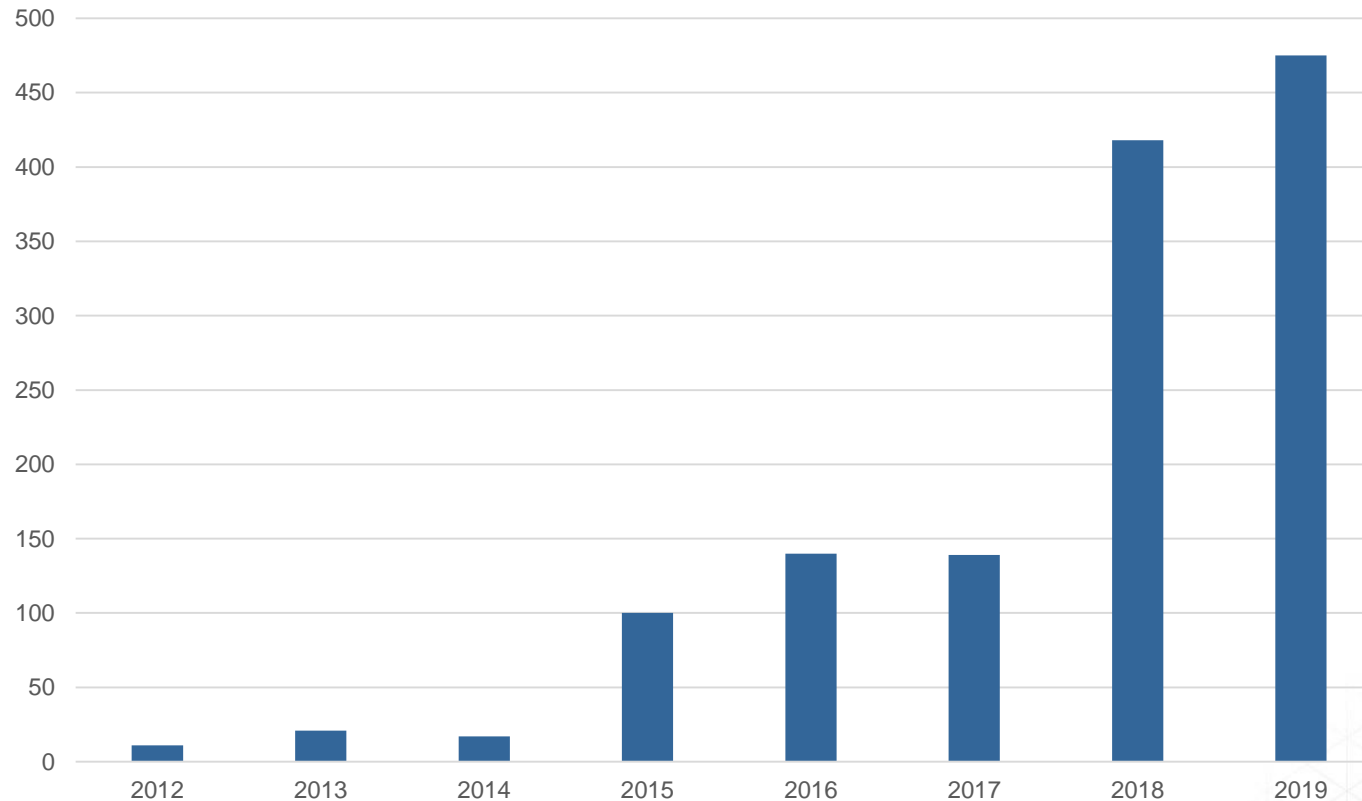
- Initially not taken serious due to use of simplified animations
- Ultimately these animations prove to be very effective: they stick in your memory
- Has resulted in significant increase in notified Near Misses and Hazardous situations
- Generated increased involvement and commitment of Line Management with Health and Safety aspects
- Topics are focused on situation in industrial environment but also include safety risks in office area's (e.g. stairs, walking corridors between offices, lighting conditions)?
- Home safety risks are included in discussions and...

don't  WALK BY!



More near misses and hazardous situations reported?

Reported Hazards and Near Misses



Incidents reported by approx.
2000 employees on 2 sites



Start thinkSAFE sessions in 2016-Q3

Critical success factors

- Senior Management has to sponsor movement and have to be involved at top of the cascade to demonstrate commitment (requires safety culture in MT's!)
- Clear target setting: when are we satisfied? KPI: % participation > 90%
- Use specific topics which people can relate to and recognize
- Use real life examples where possible
- Emphasize that people report hazards as discussed in quarterly topic
- Follow up on reported hazards with reasonable time

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