



KEEP
• EACH OTHER •
SAFE

Best Practices:

Defining EHS Excellence

**members
get more**

The Campbell Institute found five principles of world-class EHS derived from recent Award winners. For the past twelve years, the Robert W. Campbell Award has been the Council's most prestigious achievement for excellence in environmental, health, and safety (EHS) management systems. Does your organization share these principles with the best of the best?

Leadership – empowering all within the organization to lead on EHS

- Excellence in EHS depends on individuals to build and sustain a culture of safety.
- Organizational leaders must show positive influence to change attitudes towards workplace safety, employee health, and environmental protection.
- At Johnson & Johnson, EHS responsibilities reside at the top. Their Office of the Chairman, the highest executive level of the organization, is accountable for and committed to EHS.

Integration – incorporating EHS into all parts of the business

- Look to industry standards (ISO, OSHAS) to integrate EHS across all business functions and build continuous improvement.
- Dow Chemical's Operating Discipline Management System (ODMS) integrates policies and requirements for EHS, manufacturing, and quality. The ODMS also ensures that management system components are applied consistently across the organization.

Data Management – using key performance metrics to monitor EHS systems

- Use both leading and lagging indicators to promote continuous improvement in EHS.

- Honeywell Aerospace's HSE Performance Index (HSEPI) is a balanced scorecard of both leading and lagging indicators. Examples of leading indicators include documentation of safety steering committee meetings and safety walk-throughs by leaders.

Alignment – linking EHS goals to other company objectives

- Make sure EHS remains firmly aligned with other organizational objectives, strategies, and values.
- EHS is present in all ten practices of the Cummins Operating System (COS) for all business operations, especially in Practice 7, "Establishing the right environment." With open two-way communication and respect for employees, Cummins maintains a culture where everyone is responsible for EHS.

Corporate Citizenship – promoting off-the-job safety and environmental initiatives

- Extend company efforts to promote off-the-job health and safety and invest resources in the community and environment.
- In 2007, Firmenich launched a sustainable sourcing program of vanilla and patchouli, working with suppliers and farmers in Africa, Asia, and South America. This has fostered long-term relationships with farming communities and increased revenues for farmers.

To read more examples of how Campbell Award-winning companies are putting these five principles into action, look for the report *Defining EHS Excellence* at thecampbellinstitute.org/research.

NATIONAL **SAFETY** MONTH 2017