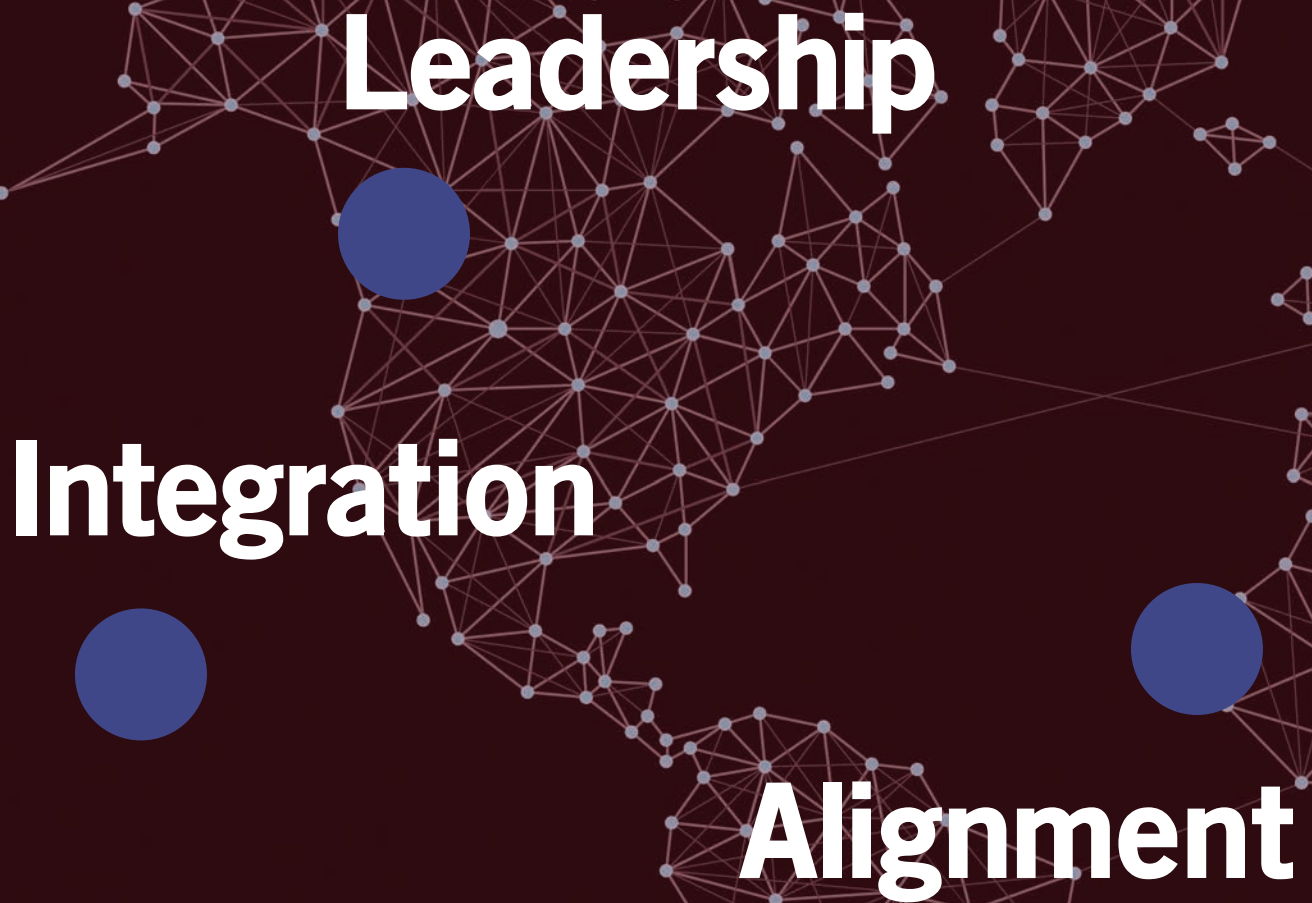


Defining EHS Excellence: Best Practices from Campbell Award Winners





Leadership

Integration

Alignment

Introduction

Achieving and maintaining environmental, health, and safety (EHS) excellence is a process of continuous improvement, due primarily to the integration of EHS management into business operations. By submitting applications and undergoing rigorous onsite assessments of their operations, all recipients of the Robert W. Campbell Award® have shown that an integrated EHS management system is crucial to building and growing a sustainable business.

Within these pages, you will find examples of how fourteen Campbell Award-winning organizations have achieved success in protecting their workers, eliminating health hazards, improving the environment, and conserving energy, all while improving business performance and increasing profitability. These examples draw attention not only to the organizations' concrete EHS initiatives, but also to their impact. While these applications originate from the first twelve years of the Award from 2004 to 2015, they actually describe decades of EHS achievements through continuous improvement efforts. The variety of Award winners in terms of industry, geographic location, corporate size/structure, and business systems creates a holistic perspective of EHS management that should be relevant to any organization seeking excellence in EHS.



Data Management

Corporate Citizenship

All applications are prepared using a uniform outline based on the Campbell Award evaluation criteria, so it follows that the major findings for best practices generally fall into five areas from the Award application:

- 1. LEADERSHIP** – empowering all within the organization to lead on EHS
- 2. INTEGRATION** – incorporating EHS into all facets of the business
- 3. DATA MANAGEMENT** – gathering and using key performance indicators to monitor EHS systems
- 4. ALIGNMENT** – linking EHS goals to other organizational objectives
- 5. CORPORATE CITIZENSHIP** – promoting off-the-job safety and environmental initiatives

The structure of this report looks at each of these five areas, providing specific examples from Award winners. While this type of qualitative research with a small sample size gives reason for caution in making broad generalizations, organizations both large and small will find value in evaluating their own EHS management strategies against those considered “best in class.”

Research Findings

1. Leadership

Excellence in EHS hinges upon the ability of individuals throughout an organization – from the CEO to frontline employees – to contribute to building and sustaining a culture where EHS is given the same priority as business performance. Because of this, leadership is the first among the evaluation criteria of the Campbell Award. Reviewers place emphasis on the ability of leaders to exert positive influence through words and actions to change people's beliefs and attitudes regarding workplace safety, employee health, and environmental protection. Often this belief- and culture-change is brought about through comprehensive leadership training and empowering every employee to be a leader in EHS.

CEO Commitment

Regardless of corporate structure, EHS responsibilities must reside at the highest level of the organization. Campbell Award winners designate the Chairman, CEO, and/or a C-suite executive as accountable for EHS. Johnson & Johnson's Office of the Chairman, the highest executive level of the organization, is accountable for and committed to EHS. The Board of Directors, through its Public Policy Advisory Committee, oversees the public health programs, geared towards employee and community environmental health and safety.

Similarly, Dow Chemical's corporate EHS goals are determined by the corporate sustainability team, which is co-chaired by the Executive Vice President for Business Services and Chief Sustainability Officer. Supported by the corporate policy, assessments of the effectiveness of EHS initiatives and other matters related to corporate social responsibility fall under the purview of the EHS committee of the corporate Board of Directors. Dow's "Safety First, Pounds Second" policy is an example of this due diligence review of EHS initiatives. During the annual capital authorization process, EHS issues that need expenditures for resolution are given the highest priority.

At Alcan, the Board of Directors has an EHS Committee that is responsible for reviewing EHS objectives set by the organization. When the current corporate EHS policy was rolled out in 2002, Alcan's then President and CEO and other executives signed a formal commitment to make EHS an integral part of every job, program, and process to fulfill their EHS obligations and establish the EHS framework. The EHS policy (EHS FIRST) was promoted by senior leaders and used as the foundation to actively promote EHS excellence at work and in the community. The subsequent CEO assumed the same allegiance to EHS FIRST and continued to demonstrate that EHS is part of the Alcan culture.



Leadership Training

Successful implementation of EHS programs and initiatives depends on having competent managers to translate the CEO's vision and corporate mission into action. Campbell Award winners invest a great deal of effort and resources into providing managers and supervisors with the knowledge and skills to perform their duties. Additionally, Award winners implement robust training programs for leaders, from the C-suite to the EHS professional, to inform them of EHS requirements and the management system.

At Alcan, site managers are responsible for assessing training needs and the EHS performance of their staff. Accordingly, the Leadership Competency Program offered at the corporate level covers three areas: strategic leadership training, site leadership training, and strategic partner training. These training programs are designed to empower managers and supervisors in their role as builders of strong EHS culture through peer-to-peer coaching and development opportunities.

The Safety Training Supervisor position at Noble allows employees on a career advancement path to gain safety experience and encourages safety professionals to be actively involved in operations management. Nearly half of the Noble staff who has served in this role since 1996 has been promoted to various management positions within the organization. Additionally, in 1998 Nobel introduced the Safety Leadership Workshop. This workshop offers leadership and safety training with a customized curriculum for crews. Specific topics include leadership skills, personality assessments, risk management, observation skills, stress management, appraisal and coaching, and industrial relations. Since the workshop was introduced, Noble has seen a 71% reduction in the total recordable incident rate and an 83% reduction in the lost time incident rate.

Performance Plans

Among Campbell Award winners, EHS responsibilities and metrics are integrated into the performance review process for managers and supervisors, which further identifies EHS as a core business driver along with production and profit. At Dow Chemical, employees and senior executives are required to include a personal EHS goal in their performance plans and metrics. These goals are not set against specific lagging injury rates, but rather on leading indicator tasks such as completing safety observations and hazard assessment cards. For senior executives, EHS performance is a key factor in determining management compensation, promotions, and job assignments.

EHS performance, including conformance with EHS objectives and targets, is considered in the appraisal of employees of Firmenich and Honeywell Aerospace. Firmenich actually revised their company charter in 2007 and again in 2011 to recognize that line management and employees in addition to EHS functional staff should also be responsible and accountable for EHS.

Safety plays a key role in employee performance awards at Schneider Electric. If the company meets or exceeds its major incident rate (MIR) target for the year, all U.S. employees of Schneider Electric receive a monetary award. (In 2009, this award was \$120 per employee.) Since the company has been offering this award, they have missed the MIR target in only one year, 2008.

Employee Empowerment

Empowering workers to take control of the EHS aspects of their jobs is critical to building and sustaining a strong organizational culture. This is most often done through stop work policies and employee perception surveys. Worker empowerment was strongly embraced by Fluor Hanford's management and staff and supported by several corporate initiatives. The Union Safety Representative Program assigned EHS representatives to major projects to create open communication and facilitate the identification and resolution of EHS concerns. Additionally, the Worker Safety and Health Program description included a comprehensive list of guaranteed rights for employees, including job planning, hazard analysis, pre-project safety briefings, post-project feedback, and stop-work responsibilities. Fluor Hanford's Stop Work policy was noteworthy because it involved employees not only in identifying hazardous conditions, but also finding ways to eliminate them.

Ten DM Petroleum Operations employees were trained and serve as Special Government Employees (SGE) in support of the OSHA Voluntary Protection Program (VPP), which involves mentoring other organizations interested in joining the VPP. DM also strategically allocated funding to support employee professional development through attending and presenting at EHS conferences and similar events. In the 2005 annual employee satisfaction survey, approximately 95% of employees said that DM was a safe place to work and most employees believed in management's commitment, particularly in the area of EHS. This employee survey is another example of leadership commitment creating a culture of inclusiveness, transparency, and accountability. Results of the survey are incorporated into the strategic planning process, ensuring that employee concerns are considered.

2. Integration

Organizations that have successfully utilized a systems-based approach to EHS management have adopted and adapted industry standards and international guidelines to integrate EHS across all business functions and structures. Award-winning organizations also integrate their systems across environment, health, and safety with a focus on continuous improvement. Evidence of a well-integrated EHS Management System (EHSMS) is the second category of evaluation criteria for the Award. The organizations profiled here have developed integrated EHSMS models by implementing robust audit programs, anticipating cultural challenges, and considering contractors and suppliers in the EHSMS.

EHS & Business Integration

A significant accomplishment shared by Campbell Award winners is the extent to which they have integrated EHS with their business structure and operating procedures, as well as integration of all EHSMS. This includes everything from business strategy development to metric tracking and reporting.

DM Petroleum Operations has succeeded in aligning EHS planning with budget development to ensure that EHS initiatives have resources whenever necessary. All new projects competing for funding are rated and prioritized, with EHS projects placed at the top of the list. Business expansion proposals typically include an estimate of environmental impact, regulatory requirements, and other EHS-related factors. Through a combination of ISO 14001-based EHSMS and OSHA VPP, DM has continuously improved its EHSMS performance.

Noble's EHSMS integrates policies and procedures including corporate policy development and implementation, compliance with regulatory and client requirements, goal setting, performance measurement, and continuous improvement. Their corporate policy is supported by local EHS Management System procedures and documentation.





At Schneider Electric North America, the corporate production system's purpose is to standardize the manufacturing process across all work sites and locations. It is also being used to integrate business, safety, and environmental processes. The system combines elements of Lean Manufacturing, Short Interval Management, Six Sigma, Process Architecture, Process Engineering, and Logistics. At the date of their application, Schneider Electric was working to integrate quality (ISO 9000), environment (ISO 14001-2004), and safety (OSHAS 18001-2007) management components into a single system so that all three processes are treated equally.

Dow Chemical's Operating Discipline Management System (ODMS) integrates policies and requirements for Manufacturing, Quality, Environment, and Health & Safety. The ODMS also ensures that the components of the management system are implemented consistently across the organization, as well as outlining requirements and procedures around community awareness, emergency preparedness and response, distribution safety, process safety, security, and product stewardship.

GPIC provides another example of a fully integrated EHSMS that combines safety and health with environmental and quality components. As a result in 2007, the GPIC system met the requirements of a fully integrated management system under the British Standards Institute's Publicly Available Specification PAS 99.

Audit Programs

Any formal EHSMS will become a liability if its design does not include a robust audit process. Most Campbell Award winners seek third-party verification of their integrated management systems and/or utilize external auditors to ensure the EHSMS is high-functioning and continuously providing organizational value.

Alcan carries out regular assessments of its EHSMS by requiring each site to conduct a comprehensive audit at least once every three years. As a result of the audit, non-conformances are identified and investigated, and corrective action is implemented. The audit's results are reported to the business unit and ultimately up to senior management. The lessons learned from these assessments are used to continuously improve the EHSMS and to help develop a strategic plan for the following five years.

At Schneider Electric North America, there are four major audit processes, including a team assessment, scorecard, critical focus checklist, and safety diagnostic. The team assessment process is an integrated and comprehensive three-day audit conducted every three years by a team of EHS professionals. The scope of the audit includes safety, security, health, wellness, and environmental issues. Each audit assigns the facility a score of one to 100. Improvement goals are established based on the score and weaknesses identified.



Anticipation of Challenges

Operating worldwide in both well-established and emerging markets poses distinct business challenges, such as language and cultural barriers, political instability, corruption and transparency issues, poverty, disease, and human rights violations. Campbell Award winners actively recognize, incorporate, and address these challenges throughout their EHSMS.

Alcan's EHSMS, EHS FIRST, addresses business challenges that have the potential to affect the company and its nearly 65,000 employees spread over 59 countries. The company made available EHS FIRST manuals in English, French, and several other languages and published these online. In response to the Avian Flu epidemic, Alcan rolled out a Medical Preparedness and Crisis Plan for the entire organization, proactively protecting its employees and relations with others.

Dow Chemical makes a minimum set of EHS standards applicable to sites in any geographical setting and meets the principles of Responsible Care. Standards are adaptable and are implemented according to the stringency of local regulations; however, the Dow EHS core standards are applied to all Dow plants across the globe. Due to the reliability of such standards, Dow has joined forces with various international establishments, including the United Nations Environment Program and China's Ministry of Environmental Protection, to help implement the company's principles of care in countries throughout the world.

Consideration of Contracted Workforce

Integrating the EHS performance of contractors, suppliers, and vendors into the corporate EHSMS is a final key area that has received close attention among Campbell Award winners. UTCFS identifies and selects contractors that excel in business and operation practices, as well as environmental stewardship. The standard practices for contractor management includes a risk assessment of the work to be performed, communication of adequate controls, and inspections to ensure those controls are in place.

The supply chain at UTCFS is also integrated into the EHSMS. For example, key suppliers are audited to the same EHS requirements as UTCFS sites. Selected suppliers are required to conduct an initial self-assessment, which is evaluated on-site by UTCFS assessors. Each supplier must meet UTCFS expectations within 18 months of conducting the self-assessment.

At GPIC, contractors are included in employee engagement activities and community events. On an annual basis, GPIC hosts an EHS week and family evening. Not only are GPIC employees and their families invited to attend the EHS week, invitations are also extended to GPIC contractors and their families. GPIC uses the EHS week as an opportunity to demonstrate to contractors their commitment to EHS while expanding community engagement opportunities.

3. Data Management

Organizations with world-class EHS records rely on a combination of leading and lagging indicators to promote continuous improvement activities of EHS management systems. Award reviewers look for this complementary use of leading and lagging indicators, with emphasis on the importance and quality of leading indicators. In order to positively affect the EHSMS, data collection and reporting should be accurate, and the data should reveal meaningful and usable information. To continuously improve EHS performance, Award winners benchmark their data points with other companies and identify areas for in-depth study to better understand EHS risk.

Leading and Lagging Indicators

All Campbell Award winners track both leading and lagging indicators to assess the quality and impact of their EHSMS. Leading indicators are used because of their power to predict and prevent undesirable events. Noble uses a combination of leading and lagging performance indicators to establish baselines, track performance, and identify trends. As one result of tracking leading indicators, Noble's EHS staff identified hand and finger injuries as an area for improvement and implemented a pilot program to eliminate this type of injury. The pilot was so successful that a formal policy was put into effect for the entire organization.

BAPCO's EHS Key Performance Indicators (KPI) emerge from the corporate mission, vision, and strategic objectives and include both leading and lagging indicators to measure the strengths and weaknesses of the company-wide EHS management practices. BAPCO has a data management system to track leading performance metrics related to the quality of accident investigation reports, adherence to personal protective equipment procedures, frequency and quality of safety inspections, and safety meetings. The company uses internationally accepted standards to enable benchmarking with other refineries around the world.

Honeywell Aerospace employs a balanced scorecard of both leading and lagging indicators to measure performance. This is referred to as the HSE Performance Index (HSEPI) and is designed to advance maturity in HSE, maintain workplace safety, and sustain the environment. A couple examples of leading indicators at Honeywell Aerospace include documentation of HSE Steering Committee meetings and HSE walkarounds by leaders. These leading indicators are balanced by tracking of lagging indicators, which in addition to TRIR and LTIR include on-time corrective action closure, energy efficiency, and waste efficiency.



Identifying Risk

Many Campbell Award winners proactively identify and study areas that will allow for more effective EHS programs and associated metrics that reduce EHS risks. For example, Schneider Electric North America uses a safety and environmental scorecard to report and track progress in six categories, including Management Committee, Employee Training and Awareness, Employee Involvement, Communication and Recognition, ISO 14001/OSHAS 18001 implementation, and MIR/LTA/Excursions. The scorecard is used not only to monitor improvement but also to benchmark facilities against each other.

BAPCO has conducted studies on air quality, soil, and groundwater to determine the potential impact of refinery operations on the environment. In collaboration with university researchers, BAPCO also seeks to understand ecosystem trends through regular marine studies. The company uses both these sources of information to improve on their EHS goals and determine better metrics to track.

Sustainability

Most Campbell Award winners strive for continuous improvement in sustainability as well as traditional safety indicators. They utilize their EHSMS and performance indicators to set and achieve sustainability goals. In order to support EHS improvements across all business functions, Cummins' HSE Council works with internal stakeholder groups like the Action Committee for Environmental Sustainability (ACES), Energy Efficiency Team, and Product Safety Council, among others. These internal relationships help Cummins to align EHS strategy and improvements throughout the organization, from building and refurbishment, to design and procurement of products and services.

Cummins has also publicly announced their external goals for their 2020 Environmental Sustainability Plan. Some of these goals are to reduce energy by 25% and greenhouse gas emissions by 27%, achieve water neutrality at 15 high-risk manufacturing sites, increase the company recycling rate to 95%, and achieve "zero disposal" status at 30 sites.







4. Alignment

Regardless of the complexities of running a successful business, Award winners ensure that EHS remains firmly aligned with other organizational objectives, strategies, and values. Linking EHS goals to other organizational objectives means that EHS can be fully integrated and function as a business process. In short, the complementary nature between EHS and business performance should ultimately result in improvements in efficiency, productivity, quality, and profitability.

Business Management Strategies

Campbell Award winners utilize successful business management strategies in order to improve their EHSMS. These strategies can include recognition and rewards for achievement of EHSMS goals, strategic planning, and utilization of business efficiency processes to improve EHS results. At Noble, operations managers are accountable for the financial, operational, and safety record of their units. Noble has created a bonus program (5-75% of annual salary) that rewards employees for reaching specific financial and operational targets. Safety results carry the highest weight (50%) in the formula used to calculate bonus payout, demonstrating that working safely is the most important action an employee can take to receive recognition for their performance on the job.

The Cummins Operating System (COS) contains ten defining practices for all business operations, such as providing customer value, designing quality, and using Six Sigma as a primary improvement method. While EHS is incorporated into all ten defining practices, it is most present in Practice 7, “Establishing the right environment.” By creating a work environment with open two-way communication and respect for employees, Cummins maintains a culture where everyone is responsible for EHS.

DuPont also utilizes Six Sigma methodology for project management that identifies opportunities for continuous improvement in both EHS and business operations. Overall systems improvements in training and communication enable DuPont to roll out new corporate standards in operational and safety processes, ensuring that each site develops a local implementation plan and has the knowledge necessary to integrate new risk procedures.

EHS Review of Acquisitions

Evaluation of potential environmental liabilities is a critical component in the consideration of acquisitions. Award winners proceed with acquisitions after review of not only their liabilities, but also their EHS management system. At UTCFS, the EHSMS is essential in the integration of new acquisitions. EHS staff always participates along with legal, human resources, and business development staff. The acquired organization is introduced to the EHS Cardinal Rules and Achieving Competitive Excellence (ACE), a quality and efficiency program that includes progress on EHS targets. Through ACE, sites can achieve different levels of certification on EHS metrics and audit scores. If the EHS goals are not met, the site cannot advance to the next level regardless of their operational metrics. Progress on the EHSMS implementation by the acquisition is evaluated through a gap assessment process conducted after one year and every five years thereafter.

Process safety management at DuPont is a global risk management system that applies to all sites and businesses, and is a major element in all EHS plans related to mergers and acquisitions. This is done to ensure that PSM improvements are implemented at all manufacturing locations that are added to the DuPont business portfolio. PSM requirements are also incorporated into processes related to contract manufacturing to confirm that external partners manage their risks effectively when manufacturing DuPont products.

Honeywell Aerospace maintains a robust governance and audit process that extends to all sites and acquisitions. The Corporate Health, Safety, Environmental, Product Stewardship and Sustainability (HSEPS) organization manages the annual site self-assessment process and the corporate audit process. All sites and recent acquisitions are assessed on HSE maturity against corporate standards. The HSEPS coordinates with site HSE leaders to promote corrective actions where needed in order to receive promotion to the next level of the continuous improvement map.

Cost Benefit Analysis

A cost benefit analysis is an important business decision-making tool and includes a process for calculating and comparing the benefits and costs of a project, decision, or policy. Award winners use cost benefit analyses in making EHS decisions, but they are conducted in a way to include both hard and soft costs, and place an emphasis on worker health and safety, innovation, community, and competitive advantage.

Implementing the Responsible Care® management system across all businesses was an investment that DuPont made as a commitment to the American Chemistry Council in 2004. Doing so includes a mandatory independent third-party assessment and certification. The resulting Product Stewardship & Regulatory Management System (PS&RM MS) at DuPont has driven improvements in policy, planning, and performance, providing value to customers and improving safety along the supply chain.

A good example of how improvements to an EHS management system have resulted in both quantitative and qualitative benefits comes from Firmenich. Based on data from preceding years, Firmenich estimates that had they not made improvements to their EHSMS starting in 2005, at least 190 employees would have been injured, with those injuries requiring medical treatment, preventing employees from coming to work, or placing them on restricted work activities. Instead, these workers went home safely, saving Firmenich an unknown but significant amount.

Operational Readiness

In the face of adverse and sometimes unexpected events such as natural disasters, an organization's business performance is often determined by its ability to rely on EHS. Award winners display operational readiness, which allows their business processes to not only continue to function, but respond to crises and thrive in times of uncertainty.

DM Petroleum Operations' response to Hurricanes Katrina and Rita speaks volumes about the organizational culture and the ease with which the organization performs in dire situations. With Katrina's landfall imminent, it was decided that the corporate operations center would be transferred to a temporary site, and when that community was overwhelmed by evacuees from surrounding areas, the operations center was moved again. Two weeks later, Hurricane Rita landed on the Gulf Coast, and the operations center had to be relocated a third time. When the Presidential Order to distribute crude oil to refineries was received, DM was able to start pumping oil five days after being hit by two major hurricanes. Despite the many struggles and damage to facilities, there were no employee injuries or environmental releases during or after these two hurricanes.

To manage external exposures that can affect business operations, Cummins established the Crisis Action Management Program (CAMP). In partnership with a third-party supplier, the Cummins CAMP team keeps tabs on geopolitical instabilities, terrorism, crime, natural disasters, etc. that may affect Cummins sites, employees, or suppliers. CAMP allows Cummins to communicate and respond quickly to potential issues.



5. Corporate Citizenship

In addition to striving for EHS excellence on the job, world-class organizations extend their efforts to promote the health and safety of their employees off-site, as well as investing resources in the surrounding communities and environment. As important stakeholders in the communities in which they operate, Award-winning organizations work with local, national, and global communities regarding EHS issues, and advocate for EHS off-the-job by focusing on the health and wellbeing of employees and their families. These corporate citizenship activities are supported through the sponsorship of programs and events, volunteering, community outreach, and improving global issues.

Corporate Sponsorship

Many of the Campbell Award-winning organizations contribute to community or global programs through corporate sponsorship. These programs often flourish through the investments of the organization and the visibility of the sponsors' association with a specific cause. A prime example is BAPCO's long-standing history of supporting community efforts in the Kingdom of Bahrain involving population welfare. In addition to investing in training for Bahraini jobseekers and donating to the Bahrain Defense Force hospital, BAPCO has demonstrated their dedication to environmental issues by becoming a founder of the Regional Clean Sea Organization, a consortium of national oil and shipping companies in the Persian Gulf region.

Other examples of corporate citizenship are geared towards the improvement of EHS issues on a global scale. Dow Chemical raised awareness of the global water crisis through its support of the Blue Planet Run in 2007 and the Dow Live Earth Run for Water in 2010. Both events were focused on raising funds to bring clean and safe drinking water to people and communities in need. In 2007, Firmenich launched a sustainable sourcing program of ingredients such as vanilla and patchouli, working with suppliers and farmers in Uganda, Madagascar, India, Brazil, Haiti, and Guatemala. This program has fostered unique, long-term relationships with farming communities in these countries, increasing revenues for farmers and creating sustainable supply chains.

Employee Contributions

Corporate donations are not the only noteworthy form of support for the community. Employee contributions – through investments in time and money – also serve to demonstrate the commitment to local efforts at world-class organizations. By 2008 at the Fluor Hanford site, employees had contributed \$8.7 million, including a 50% corporate match, to the local United Way chapter. In addition, employees contributed more than 2,500 volunteer hours a year to over 20 community projects on their own time.

Another example of active corporate citizenship participation comes from UTCFS. Instead of implementing an organization-wide plan, UTCFS considers the diverse nature of each site by encouraging each business to partner with local organizations that could benefit from their specified resources and abilities. For instance, employees at Kidde de Mexico have donated both their time and toys to the Michou y Mau Foundation facility to help severely burned children. And employees from Chubb Fire & Security educate youth by leading safety demonstrations that help Scouts across the United Kingdom earn a Fire Safety Badge.





Community Outreach

By applying organization-wide principles to community outreach, Campbell Award winners can address local EHS issues. Because organizations may have more resources available to them than those living in the surrounding areas, involving the community with the organization is the most efficient way to promote meaningful partnership. BAPCO holds an EHS Week every 18 months to increase safety awareness among employees, contractors, and the surrounding community by providing visitors with informational booklets, DVDs, and poster regarding EHS.

GPIC has also devoted considerable resources and taken responsibility for addressing the most relevant environmental issues by developing projects embraced by the GPIC workforce and community residents. The GPIC Charity Garden produces about 14 tons of fruits and vegetables that are donated to charities and families in need. A fish farm was built to replenish dwindling fish reserves in local waters. Lastly, a bird sanctuary consisting of two man-made islands and artificial ponds, has offered a safe haven for indigenous and migrating birds.

In addition to supporting local communities, some organizations apply resources to creating global impact. For example, Johnson & Johnson employees in Vietnam began distributing bike helmets to their children, which led to a regional helmet distribution program that gave out helmets to over 6,000 children in just two years. Johnson and Johnson's global corporate citizenship has also extended to environmental initiatives. The company implemented a recycling program at a Brazilian facility, turning 3,800 tons of manufacturing waste into usable products such as shoe insoles, brake lining, and plastic wood.

UTCFS has taken a similar approach to waste elimination and re-use opportunities by identifying local companies that can use UTCFS's materials in their products. For example, fire hose that is not being utilized at Kidde Brazil is given to a local manufacturer to be transformed into furniture support structures. This scrap material is also recycled into industrial netting by facilities in other parts of the world.

Holistic Health and Wellbeing

Similar to their holistic approach to corporate citizenship, Award winners realize their responsibility for extending EHS beyond the workplace. By implementing programs that highlight ways employees can engage in safe and healthy lifestyles in all aspects of their lives, these organizations promote another side of corporate citizenship. Fluor Hanford's continuous approach to EHS is evident in their Safety Matters 24/7 and Safe Decisions for Life programs. Safety Matters 24/7 is an online mechanism for employees to share their safety concerns and solutions, providing a forum for discussion and a resource for increasing the visibility of off-the-job safety issues. Safe Decisions for Life focuses on hand safety and fall prevention at both work and home, emphasizing the ease with which employees can apply safety guidelines outside of work.

Johnson & Johnson's CareConnect program aims to promote healthy lifestyles by providing a multitude of resources for employees. The program focuses on fitness, weight loss, nutrition, cholesterol reduction, blood pressure management, smoking cessation, mental health, and cancer prevention by providing employees with access to health professionals, online resources, and preventive screening. Another company with a similar mindset is Dow Chemical with its Healthy Workplace Index to measure performance and ensure that sites worldwide are providing resources for employees to maintain a healthy lifestyle. This includes smoking cessation support and exercise programs, healthy nutrition habits and food choices, case management following injuries or illnesses, reducing workplace hazards, stress management, and health screenings.

Cummins encourages employees and their families to lead healthy lifestyles, which explains why they have two full-time Health Educators to serve employees at the local level. Cummins also has a Health Champions program, which recruits employees to

serve as ambassadors of health initiatives. Over the last five years, Cummins has run a Health Tracks program that supports and rewards employees for participating in fitness and other health-related activities. Because of these programs, several Cummins U.S. locations have been named as American Heart Association Fit Friendly sites, and multiple U.K. locations have been recognized with the National Health Service's "Better Health at Work" award.

Employee Recognition

Having an employee recognition program goes a long way in reinforcing the importance of off-the-job safety in the minds of employees. Additionally, recognition programs can increase the visibility of safe actions and highlight organizational standards that are embraced beyond the workplace. Fluor Hanford's Heroic and Life-Saving Awards recognized employees who were identified as good Samaritans by saving lives on- and off-the-job. In conjunction with "Spot Awards" given to employees, who displayed safe practices on-the-job, these awards served to raise awareness and commitment to safety.

To recognize specific sites and the employees at those locations, Honeywell Aerospace produces a monthly Health, Safety, Environment and Facilities (HSEF) Pride and Recognition Video. This video series features the excellent things that are occurring in Honeywell Aerospace facilities regarding HSE. Examples of these video highlights include a site in Mexicali, Mexico that for the second year in a row was awarded the Baja California Award of Energy Efficiency, and the Greer, SC site that was recognized with the "Commendation of Excellence" award for their Lost Workday Case performance.



Conclusion

The Campbell Institute conducted a content review of Campbell Award-winning applications to highlight the common themes and unique practices of Award winners in a way to help EHS and business leaders leverage the experience, knowledge, and practical tools developed by those considered the “best of the best” in EHS. The overarching objective of this research is the identification, dissemination, and ultimately adoption of best practices in EHS management. The Institute hopes that the research will inform the EHS and business decisions of employers around the globe, impacting millions of employees on- and off-the-job.

The results of the study show that Campbell Award-winning companies integrate their EHS and business management systems, with a particular focus on leadership, risk and impact reduction, performance measurement, and continuous improvement. The five main areas critical for achieving world-class EHS performance are:

1. Leadership

empowering all within the organization to lead on EHS

2. Integration

incorporating EHS into all facets of the business

3. Data Management

gathering and using key performance indicators to monitor EHS systems

4. Alignment

linking EHS goals to other organizational objectives

5. Corporate Citizenship

promoting off-the-job safety and environmental initiatives

These areas also represent spaces in which more research is needed. By synthesizing the lessons learned from this study, the Campbell Institute is poised to continue pursuing scientific inquiry on these essential EHS topics. Indeed, the Institute has subsequently released reports on risk tolerance and perception, EHS leadership, leading indicators, and contractor safety management – all topics that fit in the five critical areas above. More research is forthcoming in two areas – health and wellbeing, and environment and sustainability – which will dive deeper into the corporate citizenship initiatives of Campbell Institute participants and Campbell Award winners.

To find out more about Campbell Award winners, visit campbellaward.org and read the Award-winning applications.

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About the Campbell Institute

As the environmental, health, and safety (EHS) Center of Excellence, the Campbell Institute at the National Safety Council collaborates with world-class performers in EHS across diverse industry sectors and regions of the world. Founded on the principle that environment, health, and safety is at the core of business vitality, the Institute is the trusted source for protecting people and preserving the planet. By gathering information and disseminating the best practices and lessons learned from members, the Institute inspires all organizations to attain and maintain the highest EHS standards.

About the Campbell Award

The Robert W. Campbell Award recognizes organizations that integrate environmental, health, and safety management into the core of their business operations. Supported by a network of 15 Global Partners across five continents, the Campbell Award uses a rigorous, systematic review process to capture and evaluate an organization's successes and lessons learned. Those that apply for the Award can measure the performance of their EHS operations system against well-tested and internationally-accepted key performance indicators and share their best practices for educational purposes worldwide.



Award Winners 2004 - 2015

2015 Honeywell Aerospace

Honeywell | Aerospace

2014 Cummins Inc.



2013 DuPont



2012 Firmenich



2011 UTC Fire & Security



2010 The Dow Chemical Company



2009 Schneider Electric North America



2008 Fluor Hanford

Fluor Hanford

2008 Gulf Petrochemical Industries Company



2007 Bahrain Petroleum Company



2006 Alcan, Inc.



2006 DM Petroleum Operations Company



2005 Johnson & Johnson

Johnson & Johnson

2004 Noble Corporation



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