



# Health & Safety Essential

L'ORÉAL

# Safety @ L'Oréal

*Verbatim*



Nothing is of **greater importance** than the safety of **my loved ones**

Safety is essential for me and **my family** as I want to come **home safely**

I always take **2 minutes for safety** before each task

*Safety applies with equal force to the individual, to the family, and to the employer*

I was **lucky** this **accident** was not more severe, I **recovered** and now I do not want to **depend on luck** for my **safety**

**Safety** is a **value** I want to **share** with my **colleagues**



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*One Vision, One Mission, One Group*

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# 1. Our Safety Pillars

# One Vision, One Mission, One Group

## Our Health & Safety Pillars

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### Risk Management

Always keep a sharp eye on assessing risks (see LIFE Risk Assessment)



### Employee Engagement

Ensure Safety is a value to any employee (see Safe@Work - Safe@Home)



### Safety Culture

Safety culture is simply who we are and how we do what we do



### Visible Leadership

Embody safety in every management decision (see Visible Fundamentals)



### KPI, Reporting & Audits

Put the organization in a continuous improvement cycle (see Culture & Risks audits)



### Strategy & Objectives

Drive Safety improvement throughout the whole organization (see EHS policy)



### Incident Investigation

Understand and learn from any event to prevent the possible repetition of a similar event



### Training & Expertise

Ensure competencies at the level of our ambition

# Strategy & Objectives

Drive Safety improvement throughout the entire organization towards our vision of the future of Health & Safety at L'Oréal



*Continuous improvement of performance and culture starts with a vision and a clear strategy. This strategy is based on where we are today and our vision for the future. It transforms our vision into focus areas and actions. L'Oréal sets annual objectives to support and drive us towards our vision.*

## Tools & Programs



### Site Steering Committee

EHS Team onsite, in charge of implementing the Safety strategy set up by the Corporate Health & Safety Steering Committee



### GRAAL

Sharing tool for incidents and accidents used throughout the Group

# Risk Management

Managing risks starts with being able to see risks. This requires having methods and competencies to identify the hazards and assess their level of risk



*Health & Safety risk identification and reduction is a fundamental requirement to ensure that the exposure of employees, contractors, and visitors is under control.*

*Managers are responsible for organizing risk assessments with the support of Health & Safety professionals.*

*L'Oréal provides various tools and methods to support this.*

## Tools & Programs



### LIFE SCANTool

Identification and assessment of all non-negotiable LIFE Risks requirements : LIFE 1 & LIFE 2



### Ergonomic Risk Assessment

Ergonomic assessment of any physical activity, to determine whether it is healthy in the long run



### GHAP (General SHAP)

Procedure to identify LIFE Risks scenarios, and implement action plans to control these risks



### Detailed SHAP

Procedure to carry out initial risk assessments (excluding chemical risks) for sites, activities, work stations



### CHERIE

Method to carry out chemical risk assessments



### Safety Validation

Assessment of the level of compliance with L'Oréal safety rules for possibly dangerous equipment, performed by the EHS Team



# Safety Culture

Safety culture is simply who we are and how we do what we do. Its is a journey towards excellence and beyond



*Our safety culture has built over the years and is based on risk management, excellence and beyond. It is a culmination of our values, beliefs, and mindset through leadership at all levels of the organization. It is linked to our organizational culture; it is simply who we are.*

## Tools & Programs



### Ergonomic Risk Assessment

Ergonomic assessment of any physical activity, to determine whether it is healthy in the long run



### EHS Risk & Culture Audits

Audit program aimed at giving the Group and its stakeholders the required level of risk assessment and safety culture



### MESUR

Managing Effectively Safety Using Recognition and refocusing, through structured meetings between managers and colleagues, to develop risk identification ability



### Health & Safety Training

Dedicated training for all employees, permanent and temporary



### Constructive Challenge

Program implemented to encourage all employees to be proactive in their safety but also in the safety of others



### SIO

System for employees to identify and report any improvement opportunity regarding safety culture and management



# Employee Engagement

Health & Safety needs to involve everyone at all levels of the organization. Employee involvement and engagement is key



*Employees know their job better than anyone else. It is vital that all employees are actively involved and consulted in safety initiatives and processes. This is key to the success of keeping people safe.*

## Tools & Programs



### Detailed SHAP

Procedure to carry out initial risk assessments (excluding chemical risks) for sites, activities, work stations



### Visible Fundamentals

Feedback process for developing individual safety awareness on a daily basis



### SIO

System for employees to identify and report any improvement opportunity regarding safety culture and management



### TAKE 2

Program implemented to encourage employees to take time to individually assess Health & Safety risks associated with any activity, and define appropriate preventive measures



# Visible Leadership

Embody safety in every management decision



*We believe that the most important aspect of safety is visible leadership. Here line management walks the talk and discusses Health & Safety with employees showing them that we care. Our long term vision is to transform everyone into a visible leader in safety.*

## Tools & Programs



### MESUR

Managing Effectively Safety Using Recognition and refocusing, through structured meetings between managers and colleagues, to develop risk identification ability



### Constructive Challenge

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### GHAP (General SHAP)

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### Site Steering Committee

EHS Team onsite, in charge of implementing the Safety strategy set up by the Corporate Health & Safety Steering Committee



### Root Cause Analysis

Method for preventing recurring incidents



### SIO

System for employees to identify and report any improvement opportunity regarding safety culture and management



# Training & Expertise



L'Oréal provides Health & Safety training at all levels of the organization and has a solid network of Health & Safety expertise across all entities



*Training is key in developing the safety awareness of individuals and providing the right skill sets to work without any risk of injury. The Health & Safety professional provides an expertise to accompany all employees in understanding and managing risks on a day to day basis.*

## Tools & Programs



### EHS Manual

Describes the organization and general measures to be applied by all Group entities to manage environmental impacts and risks for employees



### Health & Safety Training

Dedicated training for all employees, permanent and temporary

➤ [LOOP: Learning on Operations Planet](#)

# Incident Investigation

Prevent the possible repetition of a similar incident locally and at the Group Level



*Analyzing the root causes of any incident in collaboration with trained people aims at understanding what happened and preventing the repetition of a similar event, wherever in the Group.*

*Once reported, an incident will contribute to the learning curve of the organization through an analysis of the typology of incidents, the definition of a global action plan, and a Group-wide communication.*

## Tools & Programs



### Root Cause Analysis

Method for preventing recurring incidents



### SAC

Communication tool used to report accidents, near-misses and significant incidents, and improve safety

## Referential



- [Reporting information in the event of incidents EHS-301-04](#)
- [Definition of health and safety indicators EHS-302-02](#)
- [Definition of occupational injuries and illnesses EHS-302-03](#)
- [Reporting information of an incident EHS-302-04](#)



# KPI, Reporting & Audits



Review the status of our programs and initiatives and the resulting safety performance through reported KPIs and regular governance audits



*Safety leading and lagging indicators are important as they show us that our system is performing, they also allow us to detect and correct deviations from standards and identify improvement opportunities. EHS Audits are completed to review in detail how sites are applying these Corporate Health & Safety requirements.*

## Tools & Programs



### GRAAL

Sharing tool for incidents and accidents used throughout the Group



### EHS Risk & Culture Audits

Audit program aimed at giving the Group and its stakeholders the required level of risk assessment and safety culture



### Site Steering Committee

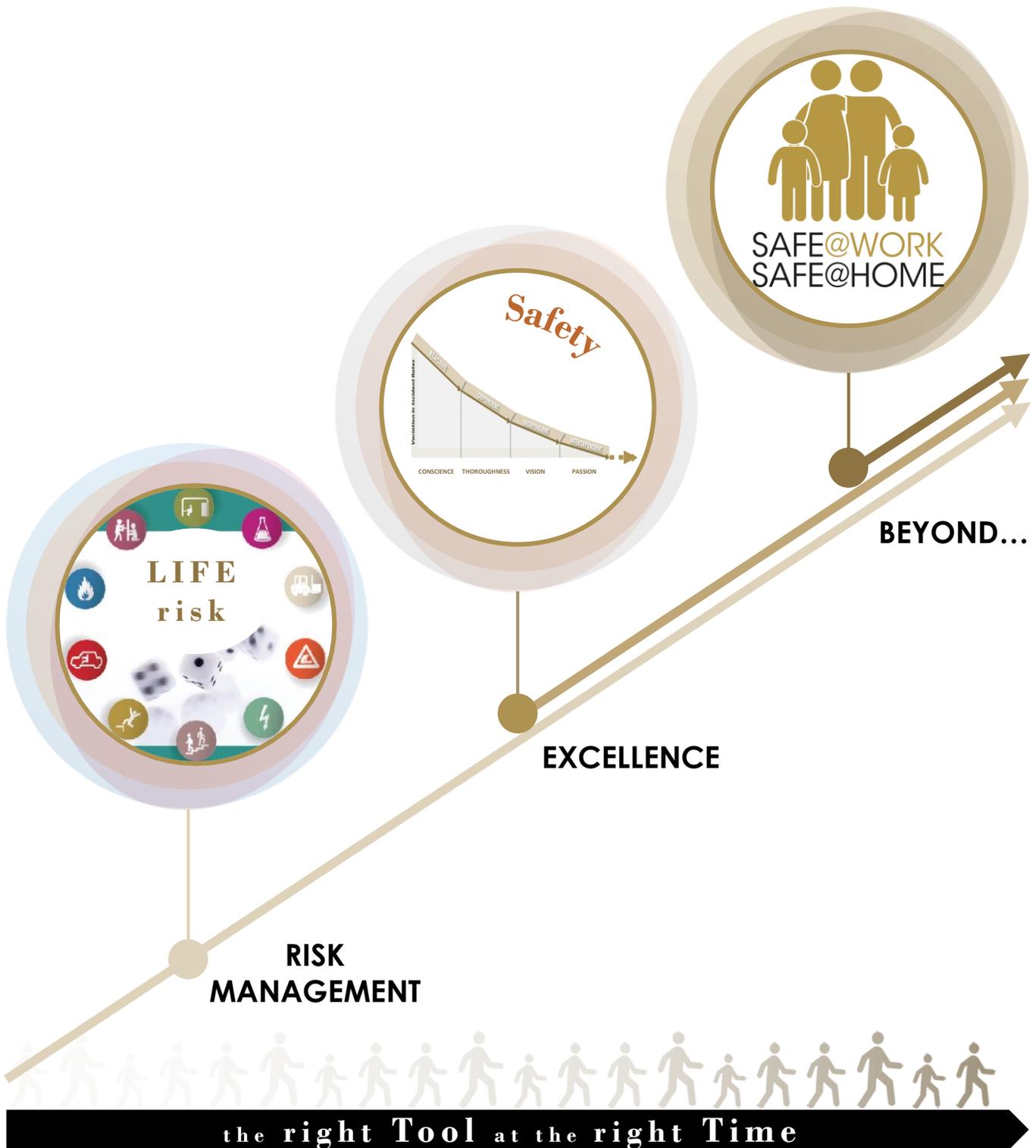
EHS Team onsite, in charge of implementing the Safety strategy set up by the Corporate Health & Safety Steering Committee



# 2. Our Major Programs

# Our Strategic Frame

*Three main Programs*

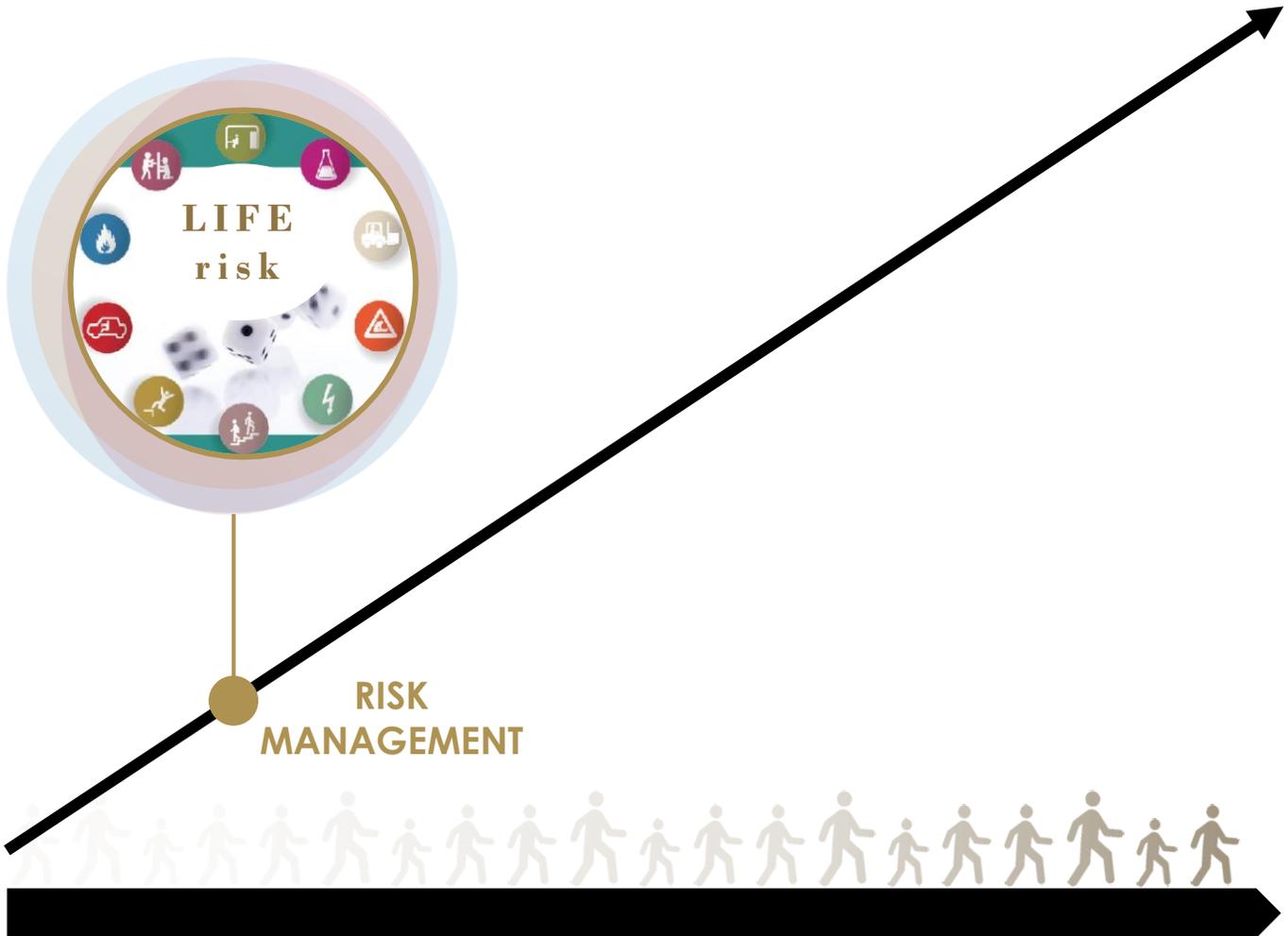


# LIFE Risk Program

*Life changing Incident or Fatality Event Program*

The LIFE risk program, under the responsibility of the site Manager and the ManCom, covers the high risk activities that could, if not under control, result in a serious injury or a fatality event

➤ [MyHub Health & Safety](#)

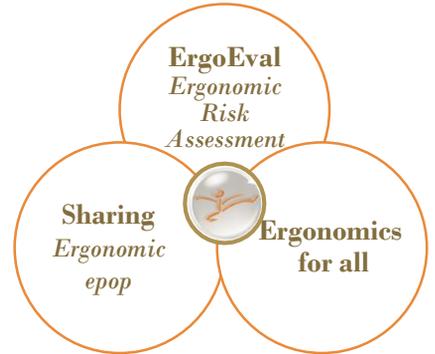


# Ergonomic Attitude

*Take care of your body as it needs to last you all of your life*

Ergonomic Attitude is a health prevention and wellbeing program for all L'Oréal activities where every employee is an active participant in their own health

➤ [MyHub Health & Safety](#)



EXCELLENCE



# Safe@Work-Safe@Home

- Program -

## A New Vision for Health & Safety

A global safety program that aims to encourage each employee to be involved in a collective approach of sharing our safety culture and awareness, beyond the gates of L'Oréal

➤ [MyHub Health & Safety](#)

spread the culture



BEYOND...

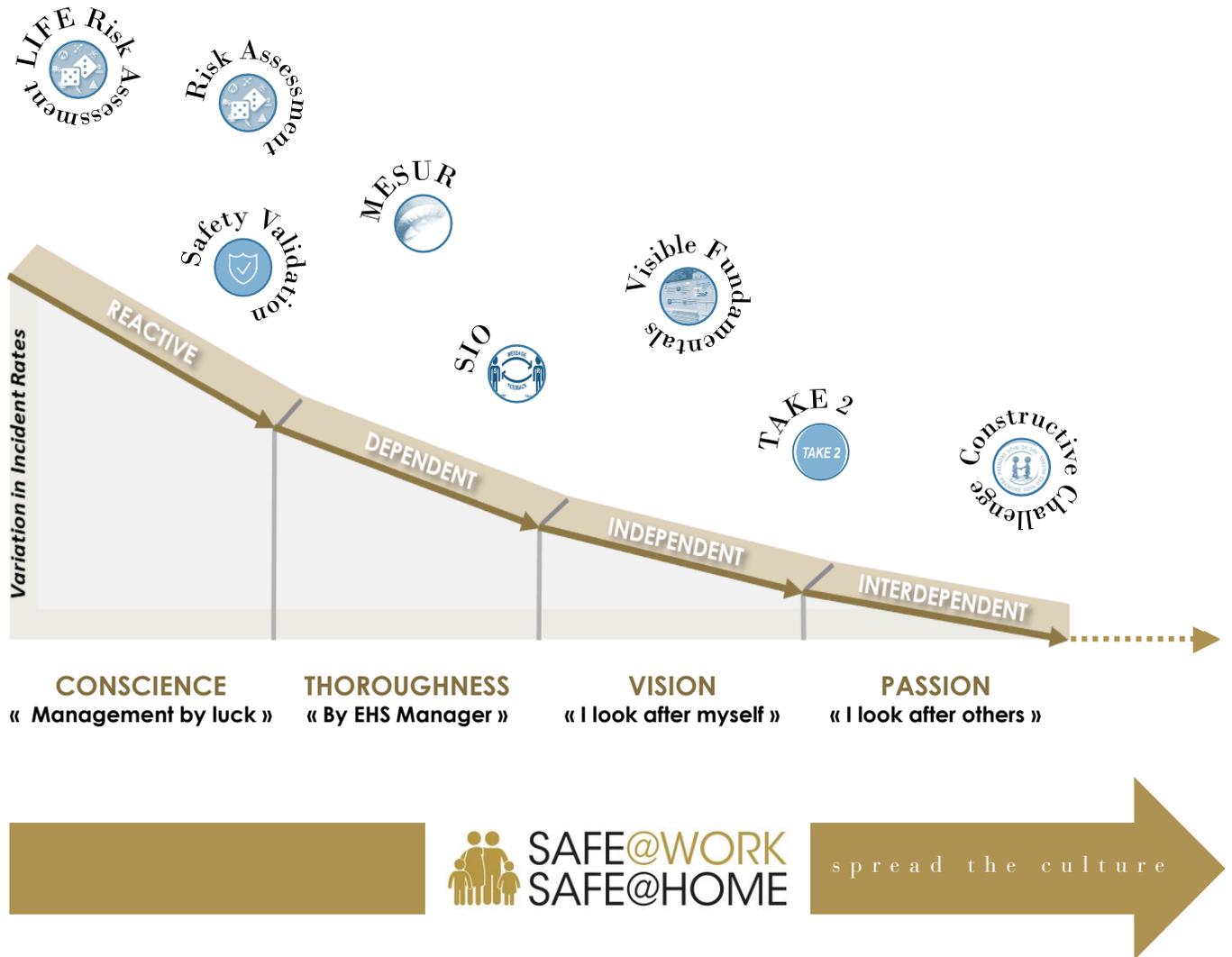




# 3. Our Tool Guide

# The Right Tool at the Right Time

*Towards Excellence and Beyond*



*The Safety Curve helps you drive your team towards an effective Safety Culture, using the right tool at the right time.  
Spread the Culture !*

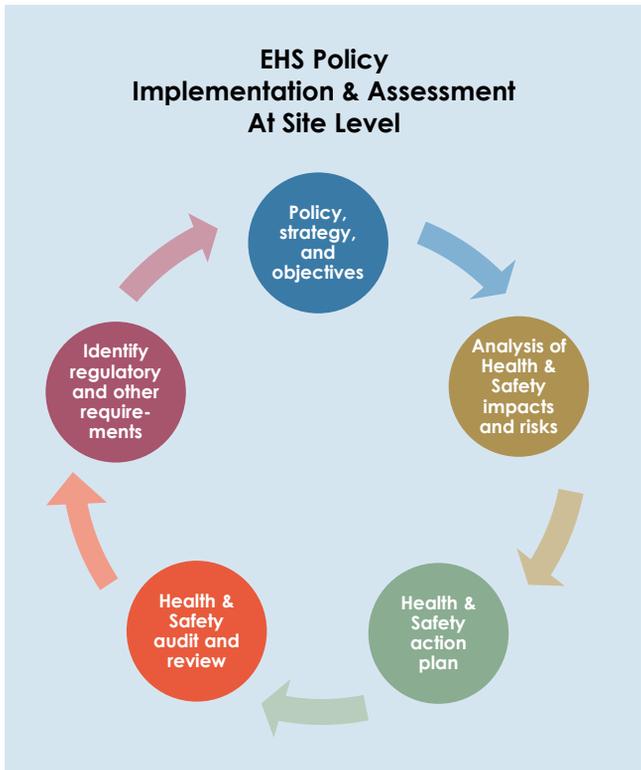
# EHS Manual



## Objective

The EHS Manual describes the organizational system used to implement and evaluate the effectiveness of the Corporate EHS system in all L'Oréal activities. Preventing and managing risks related to all L'Oréal activities and ensuring a high level of risk management is in place at a world level is a L'Oréal pillar.

## Basic principles



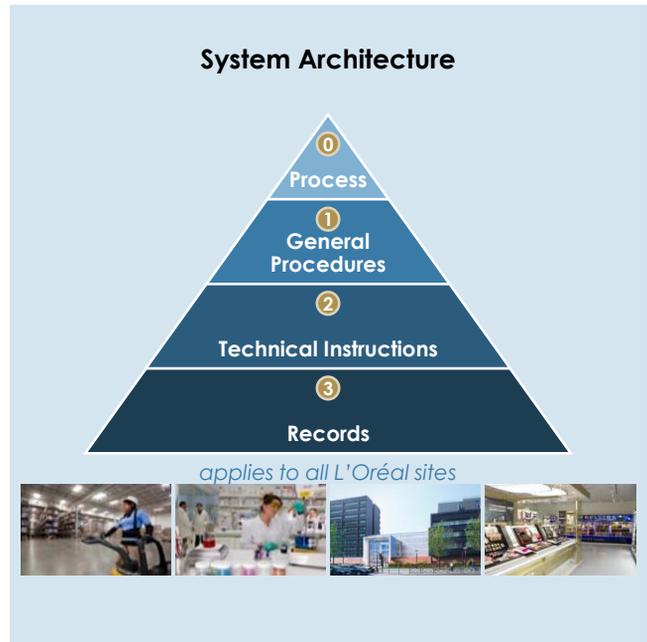
## Associated Documents

- ❖ [Strategy](#)
- ❖ [Orientation](#)
- ❖ [Objectives](#)

## Points to watch

How to find a document:

- ✓ All documents are available in **TOT'em**



# Site Steering Committee



## Objective

The site EHS Steering Committee's main objective is to review the Health & Safety systems, programs, methods and tools deployed at the site, and to ensure that they are efficient and effective. The committee should also review performance and trends, as well as follow up on the most important EHS projects and associated action plans.. The steering committee must be chaired by the Site Director.

## Basic principles

- The main health & safety programs should be sponsored and directed by a steering committee member.
- The committee should meet at least every 3 months
- Manages the deployment of GHAP at the site
- Reviews:
  - Main programs of the site and determine if their deployment is effective and efficient
  - Reports of all EHS audits
  - Incident trends and develops appropriate action plans.
  - Changes in EHS legal and Group requirements and agrees on the action plan for compliance
  - Follows site EHS action plans
- Minutes of the meeting should be made available.
- The presence of an EHS Steering Committee is a requirement for all sites across L'Oréal

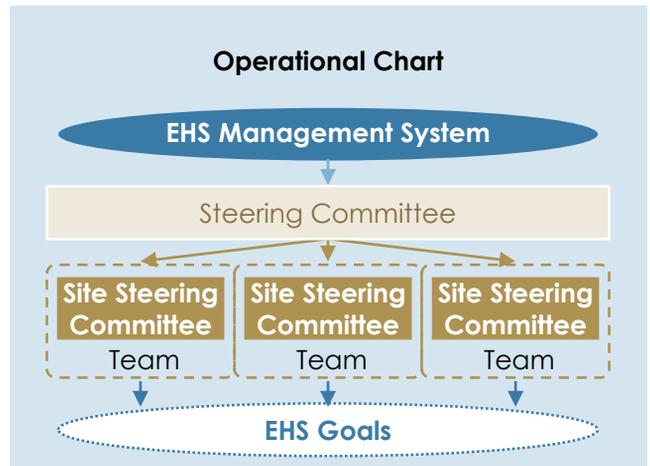
Members of the steering committee <must show **visible health & safety leadership** and **be exemplary** in following site rules.

## Associated Documents

- ❖ [EHS 201 39 – EHS management in stores](#)
- ❖ [EHS 101 01 – EHS management for R&I sites](#)
- ❖ [EHS 201 43 – EHS management for Administrative sites](#)
- ❖ [EHS 000 01 – Operations: EHS management system](#)

## Points to watch

- The EHS Steering Committee must be chaired by the site director supported by the EHS Manager
- Make sure that:
  - It is not only a statistics review meeting
  - the findings from all audits/visits are included in the action plans
  - It overviews the work and activities from the various services/departments EHS Steering Committees.



# GHAP – Global Hazard Assessment Procedure



## Objective

The aim of **Global Hazard Assessment Procedure** (replacing general SHAP) is to:

- Identify **L**ife changing **I**ncident or **F**atality **E**vent risks scenarios within high risk activities that are classified gravity 1 or 2, and potential serious incidents
- Implement action plans to put these high risks under control

## Basic principles

The Key Steps

1. Identification of LIFE & Environmental dangers
2. Identification of the risk scenarios
3. Assessment of severity according to SHAP
4. Identification of non-compliance findings
5. Identification of existing controls
6. Risk Control Assessment per department
7. Determination of the level of acceptability
8. Identification and monitoring of the action plan

## Points to watch

Keys of success

- Not too much detail
- Include Environmental topics as well
- Dynamic and pragmatic approach
- Make time on the shop floor to identify risks
- Integrate the findings from Risk Audits
- Ensure the coherence between the big picture of GHAP and Detailed SHAP for each department

### Global Hazard Assessment

General Hazard Assessment Procedure GHAP

Focus LIFE

Physical Risks

Process Safety Risks

Environmental Risks

Risks related Chemicals & Hygiene (eg. Noise)

Biochemical & Other Risks

All ManCom members **must to be trained**

## Associated Documents

- ❖ [EHS-301-43 - Management of LIFE Risks](#)
- ❖ [Risk Assessment: EHS-001-05](#)

GHAP Training support



# Detailed SHAP — Safety Hazard Assessment Procedure



## Objective

Detailed **S**afety **H**azard **A**ssessment **P**rocedure is the tool deployed within L'Oréal to:

- Identify hazards related to a workplace, a piece of equipment, a work flow etc.
- Assess risks and decide whether they are acceptable or not
- Have a common appreciation of risks throughout L'Oréal

## Basic principles

- Understand the installation process
- Identify the hazards
- Assess the dangers
- Determine the risks
- Develop new inspection methods
- Document and ensure monitoring

## Points to watch

- Ownership by managers (all managers are trained to the method)
- Be precise in the formulation of the scenario (poorly defined scenarios are difficult to evaluate)
- Many small SHAPs instead of a big one
- Detailed SHAP revisited every 3 years, and in case of any technical or organizational changes
- GP - Having strong involvement and communications by the community of "SHAPERS"

**SHAP Matrix**

	A	L	H	H	VH	VH
	B	VL	M	H	VH	VH
	C	VL	M	H	H	VH
	D	VL	L	M	M	H
	E	VL	L	L	L	L
		5	4	3	2	1

Increasing Frequency (Probability)

Increasing Gravity (Severity)

For Chemical risk, refer to **CHERIE** tool  
For Ergonomics, refer to **ERGOEVAL**

Conditions of success :

1. Managers trained
2. 90% of Teams should be involved in a detailed SHAP

**SHAP** is **YOUR** tool to raise risk awareness

## Associated Documents

- ❖ [Risk Assessment Procedure: EHS-001-05](#)
- ❖ [SHAP risk assessment method technical instruction EHS-002-05](#)



# Ergonomic Risk Assessment



## Objective

To prevent long-term health issues, to avoid muscle and joint accidents, or simply to increase well-being and health conditions at work, an Ergonomic Risk Assessment proposes a structured way to analyze posture related to a movement or any physical activity, and to identify opportunities for improvement. This is a key component of "Share & Care".

## Basic principles

The site manager is responsible for implementing the Ergonomic Attitude program by following the actions below

1. Assess all the workstations with ErgoEval / ErgoFast or equivalent
2. Identify exposure to extreme postures
3. Develop action plans to eliminate all extreme postures
4. Implement self-assessments for all computer workstations
5. Implement prevention exercises: warm-up and stretching
6. Comply with the Corporate Roadmap

Ergonomics is part of the Culture Audit process

Ergonomic Risk Assessment is needed in several cases, namely

- At design level for new equipment, stores, facilities
- After incidents or following health issues
- As a general health preventive measure

## Associated Documents

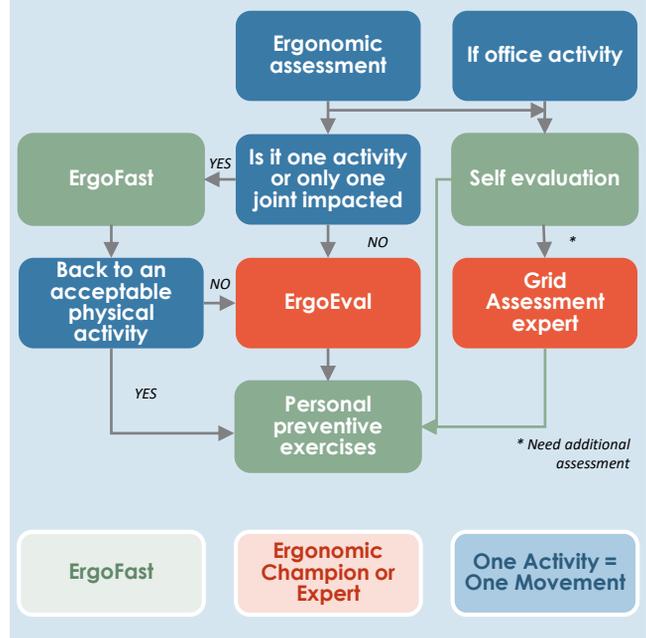
- ❖ [Vision – Engagement and roadmap](#)
- ❖ [EHS-301-22-Prevention of physical risks related to the ergonomics of the workstations](#)
- ❖ [EHS-303-05 Ergofast in stores](#)
- ❖ [EHS-303-04 Ergofast for all](#)

## Points to watch

### 3 main cases to launch a Ergonomic Assessment

- Muscle pains
- Ergonomic constraints
- New Equipment or workplace modifications

### Ergonomic Risk Assessment Process





# CHERIE — CHEMICAL Risk Evaluation



## Objective

Give Health & Safety operators and engineers the means to make the right decisions to prevent exposure to health risks linked to the raw materials they handle.

## Basic principles

- 1) Evaluate the intrinsic hazard of the raw material : OHB

Evaluate the intrinsic hazard of the raw material by identifying the hazard statements H on the MSDS and / or labeling and reporting them in CHERIE: OHB tab

- 2) Enter the Exposure tab by asking the right questions before handling the raw material, e.g.:
  - What is the task to do? Should I open the primary container of the MP?
  - What behavior of the powder or liquid?
  - Is the proposed EPC appropriate?
  - How much to handle
  - What is the duration of the task? How often ?

## Associated Documents

- ❖ [E-pop Chemical Risk Assessment](#)
- ❖ [EHS-001-1-24 Procedure: Management of chemical risks](#)
- ❖ [EHS-002-29 TI- Management of CMR](#)

## Points to watch

### Level of Risk



#### GREEN (satisfactory)

The situation is **safe**



#### YELLOW

The situation should be **improved** by technical and / or organizational measures and by changing the parameters to identify the safest implementation



#### RED

Implementation is **prohibited**

### The manager

- is responsible for the implementation of CHERIE in their zone and for resulting actions
- ensures that the risks of all MPs are assessed in CHERIE
- relies on the recommendations of the Health & Safety manager

Users of **CHERIE** must first have been trained



# Safety Validation



## Objective

Any potentially dangerous piece of equipment is validated on a regular basis by the Health & Safety team to make sure it complies with the regulation and L'Oréal safety rules to avoid any accident linked to the use of the equipment.

### Basic principles

Internal engineer validation competencies must be approved by site managers.

The equipment manager(s)

- Keeps the list of equipment in their sector and initiates the Health & Safety validation procedure
- Follows the action plan linked to the results of the EHS inspection

The Health & Safety team

- Performs the Health & Safety validation
- Displays the Health & Safety validation label (including the period of validity)

List of points to be taken into account during Health & Safety validations

- Electricity
- Pressure
- Weather
- Chemical reaction
- Mechanical movement
- Ergonomics conditions
- General risks of installation
- Handling and transportation of merchandise
- Procedure/documentation
- Environment
- Others (risk of ion radiation...)

### Points to watch

- At reception, new equipment should be certified CE or equivalent
- Management of Change: significant changes need re-evaluation

### Health & Safety Validation Label



#### Authorization is granted to operate

All residual risks are acceptable (L & VL)  
Operators are trained (recorded)  
If there is no major change in the operating conditions, valid for a maximum period of 2 years



#### Authorization is granted to operate

Temporary Conditional Usage with specific instructions to the operator to reduce risk to an acceptable level



#### The equipment cannot be placed in operation

Unacceptable risks have been identified  
The equipment is physically locked out

Maximum duration of the the EHS validation : **2 years**

### Associated Documents

- ❖ [EHS-001-15 - EHS validation for equipment](#)





# LIFE SCANTool



## Objective

LIFE SCANTool describes all non-negotiable LIFE risks requirements: LIFE 1 and LIFE 2. It facilitates the assessment of compliance with these requirements and follows the action plans linked to them.

## Basic principles

Twice a year, the site Manager (or equivalent) and the ManCom conduct a self assessment against all the requirements of the LIFE SCANTool to ensure LIFE Risks are under control.

There are 2 levels of classification :

- **LIFE1:** Technical or competency requirement that, by its absence, could result in level 1 and 2 severity incident in SHAP.
- **LIFE2:** Requirement that, by its absence, could result in a level 3 severity incident in SHAP. This also includes management aspects.

**If you are not compliant even partially to a LIFE 1 requirement, you have to stop the activity immediately**

Risk Audit: Each LIFE 1 non compliance results in an A Finding

**LIFE SCANTool** is applicable to: factories, DC's, R&I center and administrative sites.

## Associated Documents

- ❖ [EHS-303-06 – LIFE SCANTool](#)

## Points to watch

How to answer the requirements

- **COMPLIANT:** if you fully comply with the requirement or if you comply partially
- **NOT APPLICABLE:** if the requirement does not apply to your site
- **NOT COMPLIANT:** if you do not comply with the requirement, even partially

Twice a year, report the result of the self assessment in **GRAAL**

Theme - LIFE	LIFE 1	LIFE 2
Work at Height	0%	0%
Hazardous Energies	0%	0%
Confined Spaces	0%	0%
Driving	0%	0%
Lone Worker	0%	0%
PIT & AGV	0%	0%
Fire & Explosion	0%	0%
Hazardous Chemicals	0%	0%
Construction Works	0%	0%
Slips, Trips & Falls	0%	0%

[LIFE RISK PRESENTATION](#)

[LIFE RISK COMMUNICATION CAMPAIGN](#)



# Health & Safety Training



## Objective

Corporate Health & Safety has identified core "must have" Health & Safety training for targeted populations within L'Oréal. The objective of the training is to raise the level of safety leadership, culture, and expertise within L'Oréal.

### Basic principles

- All training material is accessible through LFD, and co-managed with Human Resources
- All Directors, managers and Health & Safety managers are required to follow all "must have" training courses
- Newcomers to the site must be trained on the site Health & Safety general rules where they work. The dedicated health & Safety training of the daily activities must be given by their new manager.
  - [New starters & position change](#)

### Points to watch

- Make sure that Human Resources manage the training of each person individually
- The Health & Safety training plan shall be reviewed during each Steering Committee
- Each site shall identify the required training for staff, visitors, contractors



### Associated Documents

- ❖ [Resource Management: EHS-000-02](#)





# RCA — Root Cause Analysis



## Objective

Understanding the principal causes (Root Causes) that led to an accident is the best way to prevent the same incident from occurring again. The investigation of an accident shall rely on a structured process with the understanding of the combination of events that led to the incident, and the identification, by analysis, of the root causes of the event. This allows you to define a corrective and preventive action plan and to share the event with your organization.

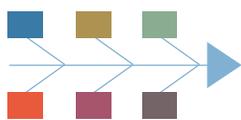
## Basic principles

Root Cause Analysis is required for all Lost Time Accidents, Light Duties, and any potentially serious incident.

### RCA Process

- 1 Gather evidence immediately after the event (before, during, and after the incident)
- 2 Write the true story (immediate causes)
- 3 Split immediate causes into short sentences
- 4 Define causes and effects starting with the injury
- 5 Determine the deep causes by using the Technical Organizational Practice Approach
- 6 Brainstorm to find solutions

#### Fishbone chart



#### 5 WHYS



Do not forget : **Take Care** of the injured person

## Associated Documents

- ❖ [EHS-302-04 - Reporting information of an incident](#)

## Points to watch

The line manager is responsible for the RCA.

Following an accident, an RCA Team shall be created, and will be composed of

- EHS trained people who will be responsible for the method
- People concerned and witnesses
- Injured people if possible
- We do not want to find a culprit, only understand the facts

Ensure all the facts are gathered, including witness statement, photos...

Take time to gather facts : facts are a pillar of your **RCA**

Use one of the recognized methodologies for accident investigation : 5 Whys, Fishbone...

Check whether the same risk is present in other areas, and whether the incident already occurred at the site or elsewhere within the Group.

It is recommended that the site EHS steering committee review each RCA involving at least Lost Time Accidents.

Follow the implementation of each action and assess its effectiveness.





# SAC — Safety Accident Communication



## Objective

The Safety Accident Communication could be issued after an incident, including near misses and first aids whenever the potential severity is important. The SAC details the facts, the lessons to be learnt and the actions to be taken by the sites. SACs can be issued by both Zone and/or Corporate level.

## Basic principles

### Definition

Any significant incident or potential incident where there is a learning for the organization can be included in a SAC. If the learning is global and multi-activity then the Zone SAC may be transformed into a Corporate SAC for wider distribution.

### Creation

The initial decision for a Zone SAC is made by the Zone and jointly created between the site concerned and the Zone EHS team. If there is potential learning across activities or Zones this is converted into a Corporate SAC which is then published in French and English.

### Application

The SAC must be communicated to all employees and the requested actions integrated into the sites action plans, as needed.

Any new requirements issued in a Corporate Health & Safety SAC will be integrated into the EHS Manual.

## Points to watch

Timely reporting of such incidents and associated Zone SACs to Corporate are important so that the Corporate Health & Safety SAC can be communicated as soon as possible after the event and in all cases no later than 1 month after the incident.

**H&S GROUP SAFETY ACCIDENT COMMUNICATION - SAC # 60**

Accident: Slip/trip/fall      Location: Salon *Centric*, St. Petersburg, FL      Event Date: 18<sup>th</sup> April 2016

**Facts:**  
An employee was walking and approaching the stairs while talking on their cell phone. She slipped and fell down 14 steps, bruising her left wrist, left shin, and left ankle, and had pain on her right side of head. The ambulance arrived and took her to hospital resulting in 3 lost work days.

**Lessons to learn:**

- Use of a cell phone whilst walking is a distraction and people are not really conscious of their surroundings and associated risks.
- Always hold the handrail while using the stairs

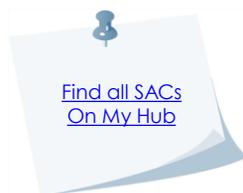
Mandatory	
What	Who
Post SAC # 60 during 1 month on all communication boards	All sites
Cell phone use is forbidden whilst walking up or down stairs	All sites
Each manager must personally communicate and discuss this accident and insist on non use of cell phones whilst using stairs.	All sites
Post signs of all stairways to use the handrails. Ensure all stairways have handrails.	All sites

**Conclusion:** This incident could have been more serious. It is important not to be distracted when using the stairs and to hold the handrails

SACs are an important mechanism for sharing lessons learnt from incidents and thus reducing the probability of such an incident from reoccurring.

## Associated Documents

- ❖ [Safety Accident Communication EHS-301-44](#)



# MESUR — Managing Effectively Safety Using Recognition and Refocusing



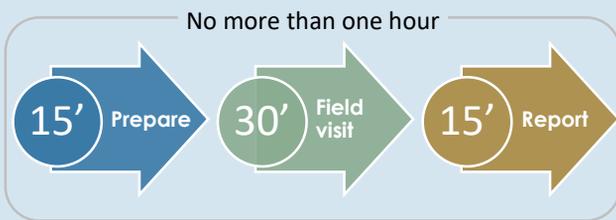
## Objective

MESUR is a tool for a line manager to promote safety discussions with their teams at work. It is based on structured and systematic meetings between managers and colleagues to develop the ability of the colleague to identify risks in their daily activities and develop their ability to react on their own.

## Basic principles

The MESUR program starts with the ManCom. Each manager must plan their MESUR visits.

### MESUR 3 steps



A manager must ask 1 of 3 open questions in order to promote a safety dialog

- What should you pay attention to in order to avoid getting hurt?
- Which parts of the body could get hurt ?
- What could happen unexpectedly?

## Points to watch

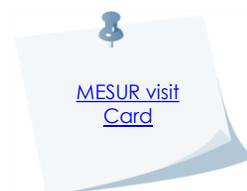
The success of MESUR relies on the visible leadership of the line managers and the ManCom. No visit shall be postponed.

- **The preparation is the key point of the visit**  
Select risky tasks in priority (place where an accident occurred, new comers, etc.)
- **Field visit**  
Focus only on one task, prioritize immediate actions  
The person visited provides the solutions and summarizes the results at the end of the visit (good practices, unsafe practices/situations, actions)
- **Report**  
The managers complete the form

“MESUR rate” and “Action closing rate (immediate + deferred)” are Health & Safety KPIs

## Associated Documents

- ❖ [MESUR Procedure:EHS-301-34](#)





# SIO — Safety Improvement Opportunity



## Objective

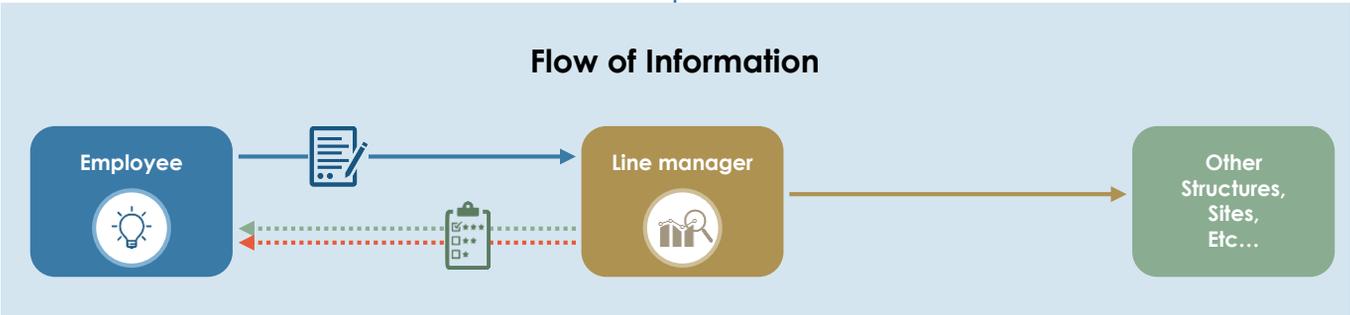
The purpose of SIO is to enable every employee to report any improvement Opportunity that can be found in our premises and/or our daily activities to develop Safety culture and management.

### Basic principles

Every employee is entitled to share an idea that can lead to a Health & Safety improvement. They fill in a form to keep record of the situation to be improved, and make suggestions to improve the situation. The form is shared with the line management. The manager analyses the SIO and decides the follow up to be given. In either case, they provide the employee with the appropriate feedback and encourage employees to carry on reporting. The site line management reviews all the SIOs of the past year annually, to identify those that can be shared with other structures and/or sites.

### Points to watch

- The manager encourages her/his team to pay attention and to report any SIO
- The form shall be as short as possible and not exceed half a page so as to be filled in no more than 5 minutes
- The manager collects all SIOs without any judgment
- The manager and their team must debate on the metrics they want to implement to track progress with the ETNEHS manager
- The site line management celebrates the success of reporting SIO with all contributors, so as to keep motivation levels high
- The site management promotes the SIO's through the communication channels available in the group (ex: Yammer and the H&S Essential).



### Associated Documents

- ❖ [Procédure EHS-001-02: SIO](#)





# Visible Fundamentals

## Objective

- Maintain a daily focus on key safety practices,
- Develop direct interaction between Employees to work towards compliance with key safety practices,
- Develop / empower People to participate in their own safety.



## Basic principles

Visible fundamentals are **completely linked to the activity** of the people concerned and focused on **main risks**.

The objective is to provide feedback to a team on its level of safety performance on an ongoing basis.

### WHO

- All sites, all activities are concerned
- All employees concerned must be involved in the program

### WHY

- Take care of myself and others
- React immediately
- Involve all employees

### WHAT

- A visible fundamental is a working action done safely : Safe practice-Safe behavior
- Shared and applied by all employees

### HOW

- Each employee checks the VF
- VF are checked at least once a week;
- The manager exchanges the feedback with her/his team regularly

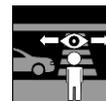
## Points to watch

A visible fundamental is:

- IMMEDIATELY Observable
- Simple
- Factual

Example :

- Look right and left before crossing
- Be careful when crossing



To ensure the **sustainability** of the program

- Validate the list of VFs with the team
- VFs can be illustrated and verified with photos
- Be careful not to have too many VFs (assume about 5 minutes for a visit)

When **Visible Fundamentals** become a usual practice for all the team, you can define new **Visible Fundamentals**

[Visible Fundamentals forklift drivers](#)

[Visible Fundamentals In stores](#)

[Visible Fundamentals Training kit](#)



# TAKE 2



## Objective



The aim of the Take 2 program is to encourage all employees to systematically take the time to think about their safety, health and the environment before an intervention.

## Basic principles

We can all act at our level with our own resources to better control task/activity related risks.

This individual initiative is systematic and informal. The Take 2 deployment is under the responsibility of the EHS Steering Committee. The program is adapted to the needs and culture of the site/ department.



## Points to watch

Take 2 implementation requires communication campaigns and tools ("aide memoire" card), training with scenario-based exercises, integration through MESUR visits.

Each individual is encouraged to ask themselves the following questions before doing an activity or task :



TAKE 2 is YOUR tool to raise risk awareness

## Associated Documents

- ❖ [Think before acting General Procedure: EHS 301-41](#)



# Constructive Challenge



## Objective

Constructive Challenge is a Program that encourages all employees to be proactive in their safety as well as the safety of others through positive dialogue. The objective is to create a safe environment and develop a culture where people care for each other.

## Basic principles

Constructive Challenge should only be implemented when the site Health & Safety culture is mature enough for people to accept to be challenged on their safety behavior.

Seeing an unsafe act

Immediately going to discuss with the person what is happening

Asking them to stop while you discuss

Challenging them in a constructive manner to see what is unsafe

Giving assistance (if required)

Getting agreement that they will not do this again (if applicable)

Leaving the person feeling "that you care"

## Points to watch

- Site management should implement a site-wide communication on the deployment of this Program
- Managers must be open and willing to be challenged
- **All employees should be trained in a short period of time**
- Every employee has the right to challenge anyone else on the site: colleagues, managers, visitors, and also directors
  - Concentrate on the facts – do not judge
  - Discuss what you see and what you feel with the person to raise risk awareness and leave room for improvement
- **Animate the program to insure sustainability**

## Associated Documents

❖ [Training Kit](#)

Download the video  
[I could save a life](#)



# GRAAL



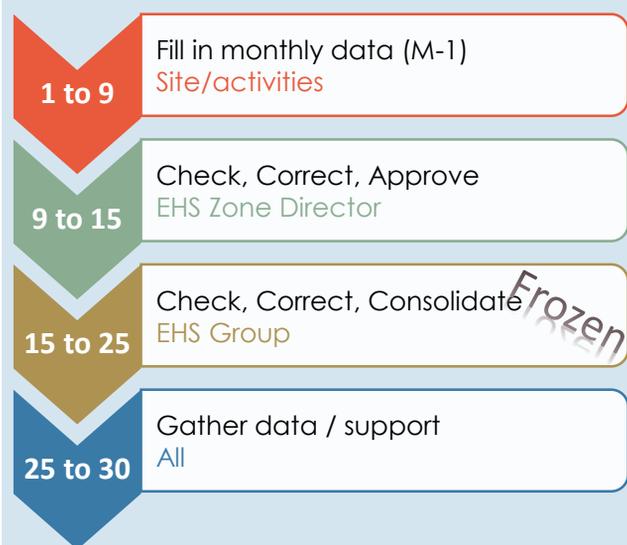
## Objective

GRAAL is the management tool used to consolidate all Corporate Health & Safety data. This data includes both lagging and leading indicators which allow us to identify trends. The sites shall use this information to assess the effectiveness and efficiency of their program, and to identify improvement opportunities. All Health & Safety data published externally or internally is based on GRAAL reporting. As such, reporting time and data reliability are crucial.

## Basic principles

- Know the definitions of each indicator
- Respect the monthly cycle

### Monthly Cycle



*Frozen*

The information in GRAAL is validated annually by external auditors before publication in L'Oréal annual report

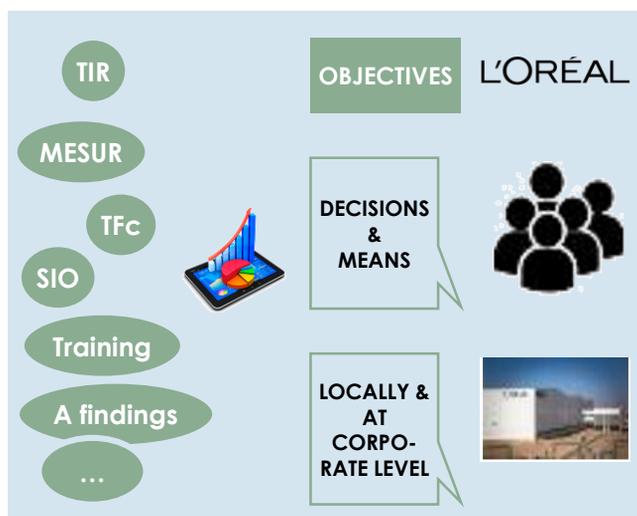
## Associated Documents

- ❖ [EHS-301-06: EHS Management report](#)
- ❖ [EHS-302-02: Definition of health and safety indicators](#)
- ❖ [EHS-302-03: Definition of occupational injuries and illnesses](#)

## Points to watch

- The level of reliability of the validated data
- Stick to the timeline
- Ensure a back-up for in case of the absence of the person who normally updates GRAAL

GRAAL is the L'Oréal database to collect performance data for several domains including quality, environment, Health & Safety, and Performance.



# EHS Risk & Culture Audit



## Objective

The EHS Risk and Culture audit program has the following main objectives

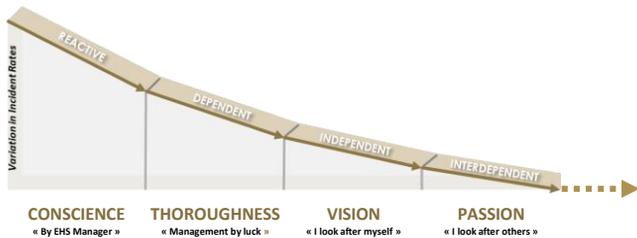
- Verify that significant risks of accidents or liabilities are under control
- Assess the level of EHS leadership and culture on site
- Identify improvement opportunities and define priorities

## Basic principles

The **EHS Risk audits** focus on the identification of significant EHS risks of accidents and liabilities

- The applicable EHS regulations
- The LIFE non-negotiable requirements
- The SCAN Tool Level 1 environmental requirements
- The SAC requirements
- The key EHS reporting requirements

The **EHS Culture audits** are performed according to the EHS Roadmap to evaluate the level of EHS culture maturity on the culture curve.



Leadership management & involvement of all employees are the key points.

## Associated Documents

- ❖ [EHS Risk & Culture audit: EHS-301-07](#)
- ❖ [Roadmap culture audit: EHS-002-48](#)
- ❖ [EHS-303-06 LIFE SCANTool Life](#)
- ❖ [EHS management of 3PL: EHS-001-37](#)
- ❖ [EHS-001-38 - EHS assessment of L'Oréal industrials contractors](#)
- ❖ [Acquisitions integration process: EHS-301-42](#)

## Points to watch

### Steps of the Audit Process



Main findings must be taken into account in the EHS program of the site, according to their priority

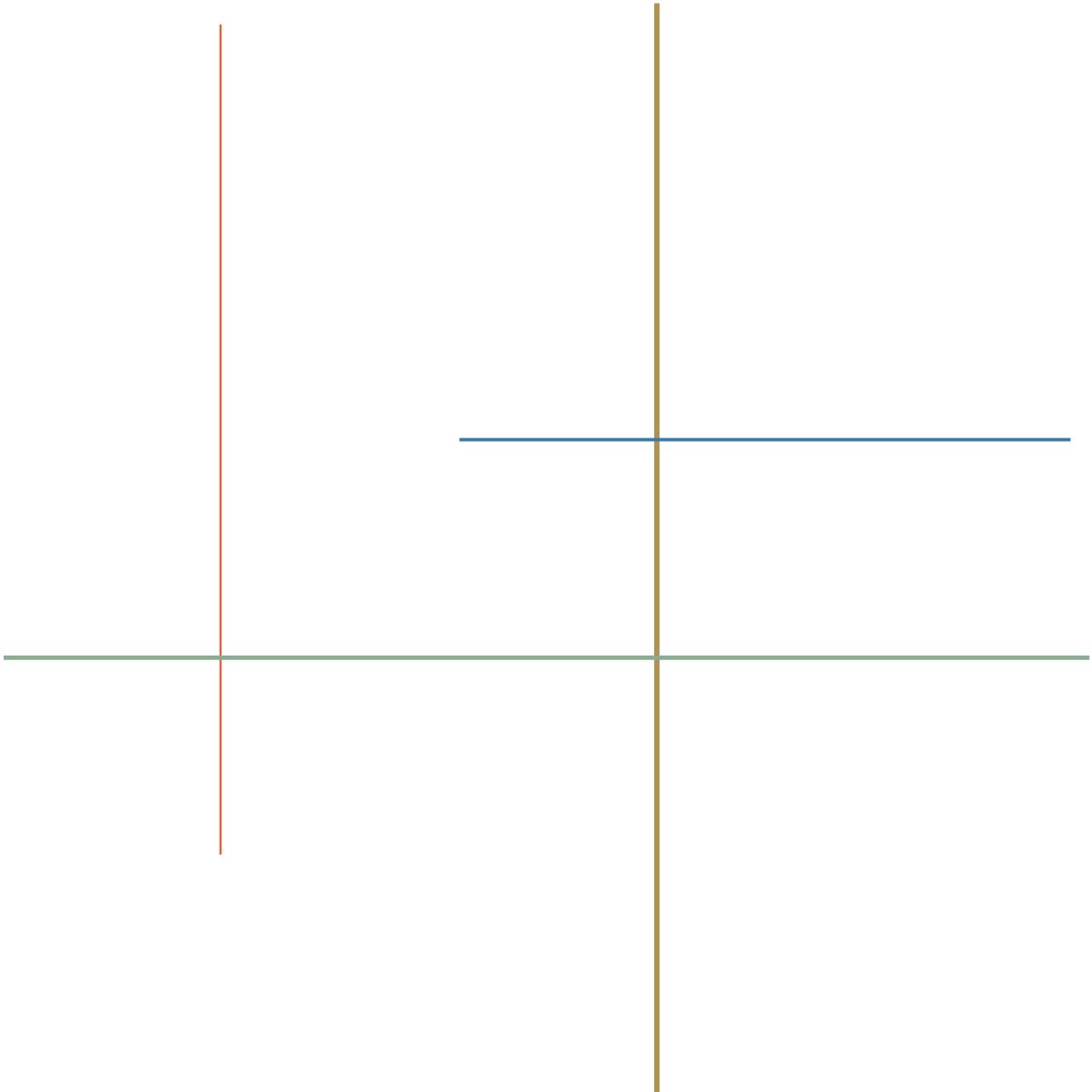
### Frequency

- Factories : **every 3 years**
- Distribution centers, R&I centers and large administrative sites : **every 4 years**



*Be the hummingbird*

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