



Environment Health and Safety Department

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2017

STRATEGIC PLAN



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1.0: Our Commitment to Environment, Health and Safety

3M ANZ is committed to the provision of a safe and healthy workplace and works to eliminate all conditions and incidents that could result in personal injury, ill health or environmental harm. The promotion of outstanding Environment, Health and Safety (EHS) practices shall occur in line with our aim to eliminate harm to our workers and our desire to comply with applicable legislation, codes, standards and the Self Insurer's guidelines.

We will conduct rigorous EHS training and provide guidance in the identification, assessment and control of hazards in the workplace. This shall result in the attainment of a safe workplace. Our commitment to safety and environmental sustainability is further detailed in the WHS and Environmental Policy statements. As the Managing Director & CEO of 3M ANZ, I maintain responsibility for the EHS management systems and commit to provide the resources for ongoing improvements.

Signed: _____

Makoto Itoh
3M ANZ Managing Director & CEO

2.0: Purpose of the Strategic EHS Plan

The Strategic EHS Plan provides a framework for 3M ANZ to integrate core EHS functions into processes and practices across the business. The Plan consolidates the key requirements of EHS management plans, objectives, policies, programs and procedures into a tool permitting effective management of EHS by:

1. Providing the framework, funds and resources for the organization to establish EHS goals and objectives linked to management responsibilities
2. The identification of workplace hazards, risk assessment of hazards and the control of risks
3. The ongoing auditing and review of the Safety and Environmental management systems
4. The identification of training needs and facilitation of training for all workers
5. Providing a tool that shall provide direction in the management of EHS issues at 3M ANZ sites.

This plan was developed with consideration of legislative, self-insurance requirements, 3M ANZ business key imperatives, opportunities, and conformance to the 3M global standards.

3.0: Scope

The EHS Strategic Plan applies to all activities performed by all personnel (workers, labour-hire employees, visitors and contractors) at 3M ANZ sites.

4.0: Plan Review and Monitoring

The Strategic EHS Plan is reviewed on an annual basis by the EHS Team, reviewed by executive management and approved by the Managing Director.

The site based Key Performance Indicators are reviewed quarterly. Progress reports are presented to the Business Conduct and Compliance Committee (BCC) and EHS Committees.

5: Review of Previous Year

3M ANZ recorded EHS performance improvements in key areas during 2016. The trend of reduced slips trips and falls (since 2012) remains positive, despite increasing slightly last year. There was also a reduction in manual handling injuries at some sites as well as reduced injury rates. There were however increased incidents of lacerations and falls at non 3M sites which will be included in the 2017 initiatives.

During 2016, some 3m ANZ sites participated in a 3M Global audit of our safety management system. This resulted in a number of unplanned initiatives with the majority of those being completed during 2016. These include, but not limited to, Hoist Systems for Overhead Materials handling, Health Surveillance, Powered Industrial Vehicles, Static Management, and Ventilation Management.

Please refer to the 3M ANZ 2016 Annual EHS Report for further information.

6: EHS Consultation

3M ANZ maintains a systematic approach to the process of employee consultation on EHS issues in accordance with Work Health and Safety Act 2011, Part 5 Consultation, representation and participation, Division 1. Safety Act 2011, Part 5 Consultation, representation and participation, Division 1 Consultation, co-operation and co-ordination between duty holders and the Work Health and Safety Consultation, Co-Operation and Co-Ordination Code of Practice.

Consultation at 3M ANZ occurs through:

1. Day-to-day interaction between employees, supervisors and management

2. Team meetings and toolbox talks
3. Training sessions and workshops
4. Employee safety input / feedback on EHS inspection reports
5. Interaction by workers (including contractors) with site supervisors, managers and EHS Committee members
6. EHS Committee meetings

Resources for consultation

3M is committed to ensuring that resources are available to ensure we meet our health and safety legal requirements.

7: EHS Operational Requirements

7.1: EHS Financial and Physical Resources

The Managing Director & CEO is accountable and responsible for providing the necessary resources and funds to establish and implement the WHS management system to ensure legal compliance.

The 3M ANZ Corporate EHS Budget is set annually and tracked on a quarterly basis.

3M ANZ has assessed this budget to be appropriate to fulfil its 2017 Strategic EHS Plan. Funding for unplanned projects, audits, surveys, training and initiatives may be available with the Managing Director's approval.

7.2: EHS Human Resources

With the appointment of an extra full time permanent EHS person in late 2015, 3M ANZ has assessed the following human resources to be appropriate to fulfil its 2017 Safety Plan. Full time and part time human resources are allocated to environment, health and safety to ensure 3M meets it's legal requirements and achieves it's objectives and targets. Examples of such resources include the EHS Supervisor, EHS Advisor, EHS Coordinators, Maintenance Engineers, RTW Coordinators, First aiders, Wardens, and Product Safety staff.

The 2017 Resources Plan includes a consultant to assist in the implementation of Self Insurers National Audit Tool V3 for three additional sites (Blacktown, Nowra, Silverwater).

Additional human resources for safety projects, training and initiatives may be available through site personnel, 3M ANZ EHS personnel and external consultants.

7.3: Information Technology Resources

Information technology plays a key role in managing EHS at 3M ANZ. The electronic systems maintain EHS data:

1. Figtree: Maintains all information, manages and tracks progress relating to Workers Compensation Claims.
2. Lotus Notes platform is used for the Chemical Records database, Risk Assessment database, Corrective and Preventative Action database, Management Document Index (Document Control database), Position Description and EHS Responsibilities Database, Asset Management Maintenance database and Ergonomics Risk Assessments database.
3. The SAP platform is used for Training Records and storing and implementing e-learning training modules and their training management,
4. 3M intranet Global Safety and Health Plan, World Wide Injury Management system (WIMS), WorkChec (Industrial Hygiene database) and RAP (Risk Assessment Program) for high level risk assessments.
5. Electronic visitor and contractor management
6. Risk Assessment Mobile Phone Application that enables hazards to be assessed for work performed on non-3M sites.

8.0: EHS Training

8.1: EHS Training Needs Analysis

3M ANZ facilitates EHS training which is aligned to the safety and environmental needs of the organisation (based on areas of risk, an analysis of statistics) and legislative requirements. 3M ANZ documents a training needs analysis in the EHS Training Matrix, mandating the minimum training / qualifications for each position at 3M ANZ.

8.2: Qualifications and Competencies of EHS related personnel

The following table (table 8.2a) defines the minimum qualifications / training requirements of personnel in 3M ANZ

Table 8.2.a

Position	Minimum Qualifications / Training
EHS Supervisor	Tertiary Qualifications in health and safety Accredited HS Auditor Training EHS Legislation / Due Diligence, Accredited RTW Coordination Training Minimum training- ergonomics and industrial hygiene
EHS Advisor	Tertiary Qualifications in health and safety Minimum training- ergonomics and industrial hygiene EHS Legislation / Due Diligence
EHS Coordinators	EHS Legislation / Due Diligence Accredited RTW Coordination Training Accredited EHS Auditor Training

Workers Compensation Claims Manager	>5 years experience in Workers Compensation Case Management Accredited RTW Coordination Training
Maintenance Engineers	Tertiary Engineering qualification EHS Legislation / Due Diligence
Distribution and/or Operations Managers	EHS Legislation / Due Diligence
Managing Director	EHS Legislation / Due Diligence
General Manager	EHS Legislation / Due Diligence
Supply Chain Manager	EHS Legislation / Due Diligence
Managers	EHS Legislation / Due Diligence
First Aid Officers	Apply first aid
Emergency Planning Committee (EPC)	EPC as per AS3745 (Planning for emergencies in facilities) Emergency warden training
Wardens	Emergency warden training (plus Chief Warden Training where applicable)
External HS Trainers	Certificate IV in Workplace Training and Assessment, specialised trainers may be qualified on the basis of their skills and experience.
Internal HS Trainers	Qualified on the basis of their skills and experience.
Internal HS Auditors	WHS Auditor Training
External Auditor	Accredited WHS Auditor Training, Workplace HS experience
EHS Committee/ Health and Safety Representative	Health and Safety Representative Safework NSW accredited training is offered to 3M committee members or HSR's.
All employees	Complete mandatory training modules eg e-Learning Induction

8.3: EHS Training Plan

On an annual basis, the EHS training plan is developed by the EHS team in consultation with the site management and reviewed by the EHS Committee and approved by the Management Operating Committee (MOC). The training plan is part of the site KPI's and is reviewed quarterly.

9: Environment Health and Safety Priorities for 2017

9.1: Health and Safety Objectives for 2017 are based on the 3M Australia Work Health and Safety Policy that includes the following commitments:

- “Ensuring that safety and health is an integral part of the management of 3M ANZ and ranks equally with all other activities of the organisation.
- Providing and maintaining a safe and healthy workplace for 3M ANZ employees, labour hire employees, contractors and visitors.
- Conducting management processes which are consistent with the nature and hazards of the workplace.
- Meeting or exceeding applicable WHS legislation, codes of practice, standards and 3M ANZ's related policies and standards.

- Establishing measurable WHS objectives and targets and ensuring continuous improvement aimed at elimination of work-related illness and injury.
- Providing appropriate health and safety training for all employees.
- Disseminating health and safety information to all employees, labour hire employees, contractors, visitors and external parties.
- Promoting consultation between management and all workers on matters affecting safety and health including any workplace changes that may affect safety and health."

Additionally, the Environmental Objectives for 2017 are based on the Environmental Policy which states:

"We respect our social and physical environment. As such, we are committed to sustainable development, responsible environmental management, resource conservation, waste reduction, pollution prevention and compliance with relevant legislation and other requirements."

Consistent with these policy commitments; Environmental Health and Safety objectives, targets and key performance indicators are determined in consultation with management and EHS Committees with consideration of organisational objectives, legal requirements, standards, codes and guidelines, EHS hazards and risks, opportunities, complaints, past EHS performance (as defined by the organisation's system requirements), technological developments, and leadership and worker participation.

9.1.1 Strategic Safety Plan for 2016 - 2019

- To reduce the recordable and lost time injury rates to zero
- To achieve alignment of 3M EHS programs across 3M ANZ sites.
- To comply with the following - legislation, self-insurance requirements, 3M ANZ business key imperatives, ISO standards and 3M global environmental, health and safety standards.
- Improve compliance with 3M Corporate EHS systems. We aim to achieve at least 95% completion of Industrial Hygiene, Ergonomics, Global Safety Health Plan, and Global Environmental Management System.
- Ensure 3M retains its Self Insurance certification by completing the annual self assessment, passing the safety audit in 2018 and passing the Workers Compensation Case Management audits.
- Move all NSW sites to Self Insurer status

9.1.2: 2017 Annual Safety Plan

- To reduce the number of person falls / strikes, lacerations and manual handling related injuries in 2017 compared to 2016.
- To ensure standardisation across 3M ANZ sites for design control, contractor management, respiratory protection, electrical safety, and machine guarding. This includes the continued integration of 3M Fall Protection
- To work with Global EHS staff to complete the industrial hygiene and ergonomics plans in alignment with local legislation, standards, codes, guidelines and 3M Global requirements.
- To ensure 3M ANZ workers receive EHS training to allow them to safely undertake their work.
- To ensure all 3M Australia NSW sites are compliant with the National Audit Tool (NAT 3) for Self Insurers and applicable sites are compliant with ISO 14001 (2015)
- To ensure environmental objectives and targets are achieved for each site

Table 9.1 below displays the organisations objectives (in priority order), performance indicators, improvement measure, targets, deadlines and initiatives.

9.1.2: Safety KPI's for 3M ANZ

EHS KPIs are identified, measured and monitored quarterly by sites. These site-based KPI's are located in MDI 5704 EHS Improvement Plans (KPI's) 2017 and shared with the EHS committee and are placed on the notice boards for respective sites.

The Corporate EHS KPI's are identified, measured and monitored on a quarterly basis. These KPI's are located in MDI 5704 EHS Improvement Plans (KPI's) 2017.

The KPI's include lead and lag indicators.

Table 9.1

Priorities	Performance Indicators	Improvement Measure	Targets	Deadline	Initiatives
<p>Consideration of health and safety hazards and risks as well as past health and safety performance has resulted in commitment to the following priority:</p> <p>To reduce the number of person falls / strikes, lacerations and manual handling related injuries in 2017 (compared to 2016).</p>	<input type="checkbox"/> Monthly Injury Statistics <input type="checkbox"/> 2016 Annual EHS Report <input type="checkbox"/> Quarterly site-based EHS KPI	<input type="checkbox"/> ANZ LTI rate <input type="checkbox"/> ANZ RCI rate <input type="checkbox"/> Total incident rate <input type="checkbox"/> Injury cause data	<p>Overall Targets: Manual Handling: 0 Person fall / strike: 0 Lacerations: 0</p> <p>2016 Results: Manual Handling: 10 Person fall / strike: 11 Lacerations: 10</p>	Q4	<p>1: Ergonomic Assessments to be completed at:</p> <ul style="list-style-type: none"> - Pemulwuy (Log Rolls) - Capital Safety (Snap Hooks) - Pemulwuy (Restacking pallets and cartons) <p>2: Training: Manual handling training – Blacktown, Nowra, Silverwater, Thomastown, and Pemulwuy.</p> <p>3: Risk Assessments and site inspections completed in accordance with site KPI Plans.</p> <p>4: Continued office and car ergonomic assessments at each site as required.</p> <p>5: Investigate the promotion project for the Take 5 Risk Assessment Phone App for work on non 3M sites.</p> <p>6: Complete / review risk assessments of the use of knives and sharps at each site.</p>
<p>Consideration of legal requirements, health and safety risks as well as technological developments has resulted in commitment to the following priority:</p> <p>To ensure standardisation across 3M Global for design control, contractor management, respiratory protection, electrical safety and machine guarding</p>	<input type="checkbox"/> Global Health Safety Plan (GSHP) <input type="checkbox"/> Global EHS Scorecard <input type="checkbox"/> Corporate EHS KPI's <input type="checkbox"/> Site-based EHS KPIs 2014 <input type="checkbox"/> Audit Reports	<input type="checkbox"/> GSHP score in each element <input type="checkbox"/> Implementation of revised programs / assessments <input type="checkbox"/> Audit score (%) conformance)	<p>97% compliance 100% compliance 100% compliance</p>	Q4	<ol style="list-style-type: none"> 1. Audit the 3M ANZ system to confirm compliance with APAC contractor management, respiratory protection, electrical safety and machine guarding requirements 2. Implement APAC contractor management, respiratory protection, electrical safety and machine guarding requirements as per 3M Global and local requirements. 3. Implement contractor management software at Self Insured sites. 4. Implement Design Control procedure at Silverwater & Blacktown 5. Audit Blacktown to confirm compliance with new Design Control procedure.

Priorities	Performance Indicators	Improvement Measure	Targets	Deadline	Initiatives
<p>Consideration of health and safety legal requirements, standards, codes and guidelines has resulted in commitment to the following priority:</p> <p>To work with Corporate EHS staff to complete the industrial hygiene and ergonomics plans in alignment with local legislation, standards, codes and guidelines as well as 3M Global system.</p>	<input type="checkbox"/> Industrial Hygiene Plan <input type="checkbox"/> Annual Ergonomics Plan <input type="checkbox"/> Corporate EHS scorecard <input type="checkbox"/> Corporate EHS KPI's <input type="checkbox"/> GSHP results	<input type="checkbox"/> Completion of initiatives	100% compliance GSHP 95% GEMSA 97%	Q4	1. Develop and implement 2017 Industrial Hygiene Plan. 2. Implement Medical Surveillance Plan 3. Develop and implement 2017 ergonomics plan 4. Complete SEEELs in the 3M Global database 5. Quarterly site reviews of GEMSA & GSHP
<p>Consideration of legal requirements, leadership and worker participation and technological developments has resulted in commitment to the following priority:</p> <p>To ensure 3M ANZ workers receive WHS training to allow them to safely undertake their work.</p>	<input type="checkbox"/> Training Needs Analysis <input type="checkbox"/> Site Based training plans <input type="checkbox"/> SAP completion reports for 3M e-learning modules	<input type="checkbox"/> Documentation complete <input type="checkbox"/> Roll out new e-learning modules	100% 100% completion of e-learning roll-out plan	Q4	1. Training needs analysis documented. 2. Task based training needs analysis documented for Silverwater, Thomastown, Pemulwuy, Blacktown & Nowra. 3. Annual training plan documented approved and implemented 4. Roll out of the 3M EHS e-learning training modules: <input type="checkbox"/> Risk Assessment <input type="checkbox"/> PPE <input type="checkbox"/> Site inductions Silverwater and Auckland

Priorities	Performance Indicators	Improvement Measure	Targets	Deadline	Initiatives
<p>Consideration of health and safety legal requirements, standards, codes and guidelines as well as leadership and worker participation has resulted in commitment to the following priority:</p> <p>To ensure all 3M Australia NSW sites are compliant with the National Audit Tool (NAT 3) for Self Insurers.</p>	<input type="checkbox"/> Internal audit reports <input type="checkbox"/> Gap analysis	<p>Audit score (%)</p> <p>CAPA close out (%)</p>	<p>Audit reports completed & CAPA created</p> <p>90% compliance</p>	Q4	<ol style="list-style-type: none"> 1. Implement the Self Insurance Requirements at 3 sites. 2. Complete internal audit plan including Nat 3 system audits. 3. Complete corrective actions for Blacktown and Silverwater Gap analysis.. 6. Reduce overdue CAPA's by 50% from 20 to 10.
<p>We respect our social and physical environment. As such, we are committed to sustainable development, responsible environmental management, resource conservation, waste reduction, pollution prevention and compliance with relevant legislation and other requirements.</p> <p>To ensure all environmental objectives and targets are achieved for each applicable 3M ANZ site.</p>	<input type="checkbox"/> Site EHS KPIs <input type="checkbox"/> Annual EHS Report	<p>Target measure eg: waste, utilities, recycling</p>	<p>As per site Objectives and Targets 2017</p>	Q4	<ol style="list-style-type: none"> 1. Review and set 2017 Objectives and Targets with senior management approval 2. Implement site-specific initiatives to achieve these targets.

10.0: WHS Management System

3M ANZ maintains a WHS management system for the continuous improvement of workplace safety to minimise injuries and illness. The WHS management system is also a means of providing an effective framework for facilitating compliance against safety legislative requirements and supporting the organisation's Workers Compensation Self Insurance Licence issued by Safework NSW

The WHS System includes the following elements:

Category 1	1. Policy
	2. Legal Requirements
	3. Objectives, Targets and Management Plans
	4. Resources
	5. Responsibility and Accountability
	6. Reporting
Category 2	1. Training and Competency
	2. Consultation
	3. Communication
	4. System Documentation
	5. Design Control
Category 3	1. Safety System / Document Control
	2. Contractor Management
	3. Purchasing
	4. Emergency Management
	5. Records Management
Category 4	1. Risk Management Program
	2. Access Controls
	3. Hazardous Materials and Chemicals
	4. Amenities, PPE and Signage

	5. Permit to Work
	6. Materials Handling
	7. Supervision
	8. Off-Site Work
	9. Customer-Supplied Goods and Services
Category 5	1. Reporting
	2. Change Management Program
	3. Plant and Equipment
	4. Inspection, Testing and Monitoring
	5. Health Surveillance
	6. Incident Investigation and Corrective Action
	7. Safety Management System Audits
	8. Management Review