

since 1999

כנס החברות המובילות בבטיחות במשק הישראלי

ע"ש יהודה ארד

5 עקרונות ה- HOP

המפגש המקצועי,
המוביל והגדול מסוגו בארץ!



מאחלים לכם
כנס פורה ומעניין!





ברוכים הבאים

5 עקרונות ה- HOP

- 1. People make mistakes**
- 2. Blame fixes nothing**
- 3. Context drives behaviour**
- 4. Learning is vital**
- 5. Response matters**

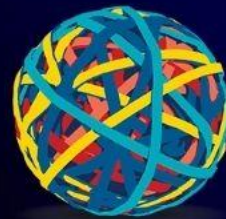
מאחלים לכם
כנס פורה ומאתגר

מה צפוי לנו היום

08:00	התכנסות, רישום, תערוכה ייחודית של כל העוסקים בבטיחות וחשיפה לטכנולוגיות מתקדמות בבטיחות
08:45	דברי ברכה - ישראל לופה מ"מ מנכ"ל אלתא,
09:00	אתגרי הבטיחות במציאות משתנה
	קוטי אלבז, מנהל EHS חטיבת אלתא בתעשייה אווירית
09:20	עקרונות תפיסת ה-HOP ויישומה ב-ICL
	יו"ר הכנס ד"ר ליאור אלי VP, Global EHS ICL
10:00	חלוקה לשולחנות עגולים הצגת הרעיון המרכזי

5

5 עקרונות ה-HOP



1. People make mistakes

2. Blame fixes nothing

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11:10 הפסקה

11:30-12:15 מרצה אורח: דר' ארד יעקובי, פסיכולוג,

פסיכולוגיה ארגונית באוניברסיטת בר-אילן, חוקר ומרצה בכיר בתחומי המנהיגות, הניהול והפסיכולוגיה

12:15-13:45 חלק שני - הצגת סיכומי שולחנות תובנות מהדיונים

13:45 ארוחת צהריים

14:20 סיכום שולחנות עגולים

14:45 הרצאת אורח: Future of EHS systems. Incorporating HOP into your data management:

systems and organizational KPIs

MR. Gudmundur Ben Thorsteinsson

Human & Organizational Performance Lead Tesla

15:30 תודות ופיזור לרכבים



מרצים

MR.GUDMUNDUR BEN
THORSTEINSSON
HUMAN &
ORGANIZATIONAL
PERFORMANCE LEAD
TESLA



ישראל לופה
מ"מ מנכ"ל
אלתא



קוטי אלבז
מנהל EHS
חטיבת אלתא
בתעשייה אווירית



ד"ר ארד יעקובי,
מרצה בכיר,
פסיכולוג ויועץ
ארגוני



מאחלים לכם כנס פורה ומאתגר!

תודה מראש, למפעל אלתא על הכנסת האורחים



ICL's HOP approach The Israeli Safety Forum Conference 30.05.24

Dr. Lior Eli

Global EHS VP





Geographical breakdown of our sales by customer location

ICL's total sales in 2023 reached **\$7,536 million**.

Brazil	20%	Israel	4%
USA	17%	France	3%
China	14%	India	3%
United Kingdom	6%	Netherlands	2%
Spain	5%	All Other	21%
Germany	5%		

R&D: global reach with local focus
 Production: significant strategic assets
 Sales & Distribution sites

01

- 4 R&D sites
- 11 Sales & Distribution sites
- 6 Production sites

03

- 5 R&D sites
- 3 Sales & Distribution sites
- 5 Production sites

05

- 2 R&D sites
- 14 Sales & Distribution sites
- 5 Production sites

02

- 5 R&D sites
- 10 Sales & Distribution sites
- 11 Production sites

04

- 1 Sales site

06

- 1 R&D sites
- 4 Sales & Distribution sites
- 1 Production sites

Worldwide Leader in Safe Reliable Operation and Sites' Resilience



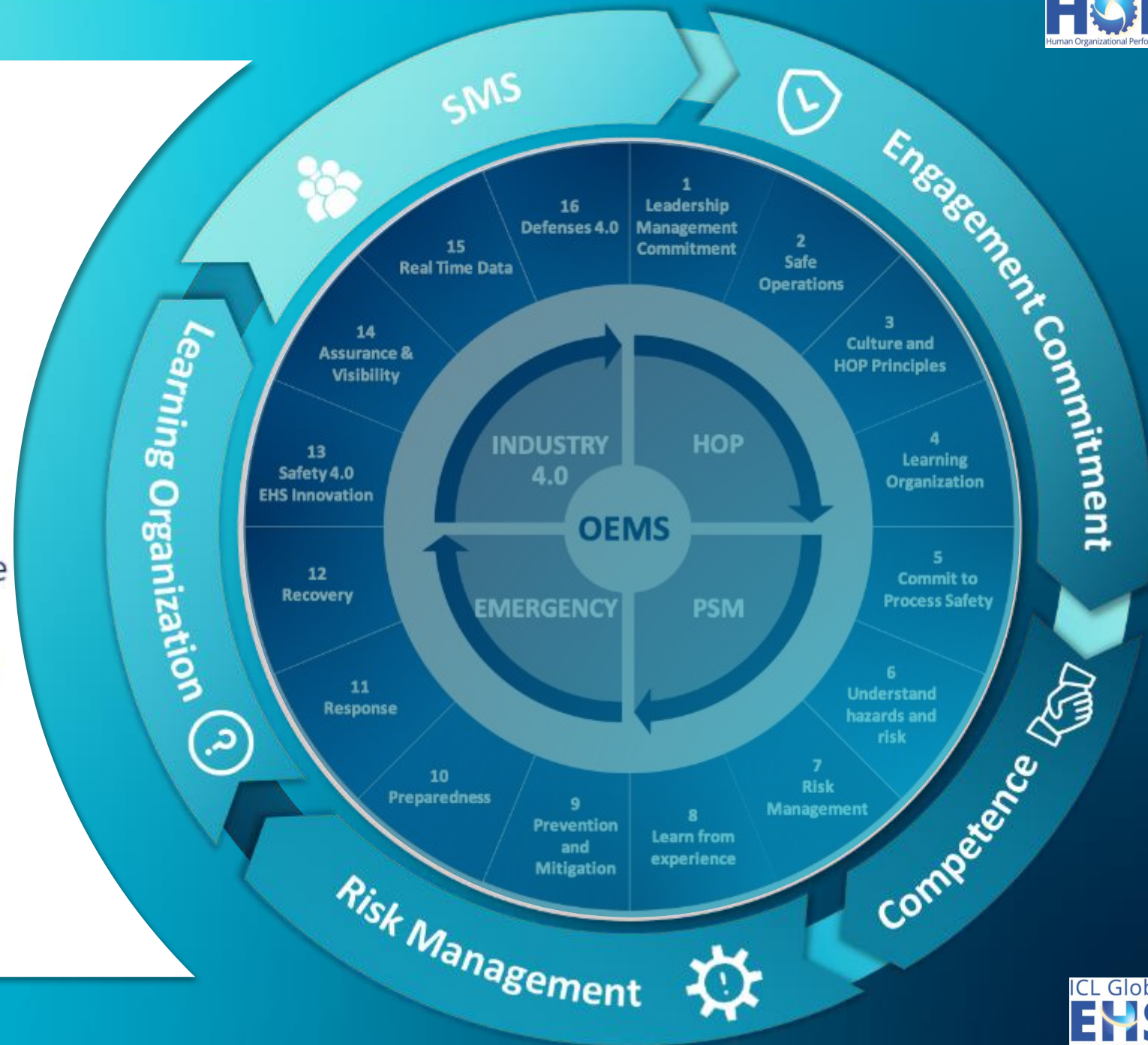
Our EHS Vision



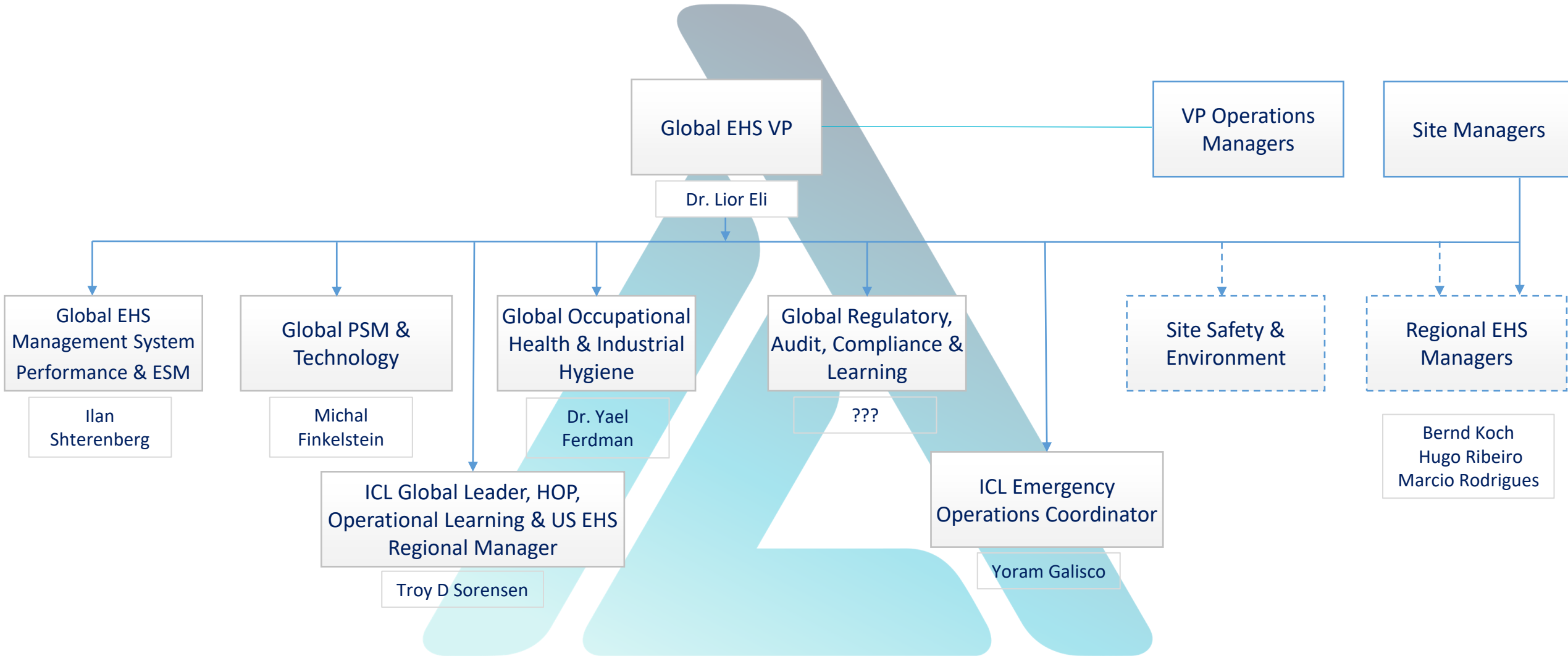
The **NEW** OEMS EHS

A Global Standard for Safe Reliable Operation

- Defines the expectations for **ALL** the corporate operations.
- Defines Safety Excellence – the way we do Safety, Risk Based Decisions and Layers of Protection.
- A comprehensive platform that describes “**what good looks like**”.



ICL Global EHS organizational structure

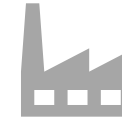


Responsibility Matrix: Global EHS/Divisions



Global EHS - Professional Enabler/Support ICL divisions

- Outline **EHS policies and strategies** (HOP, PSM, Emergency, **Technologies**)
- Create ICL **standardization**
- **Support** building & executing sites' work plans, EHS teams' capabilities, through global methodologies, audits, training, learning forums, etc.
- Promote **technologies and innovation** (Top-down and Bottom-up)
- Implement **routines with Sites Managers & EHS teams**
- Plan, lead, and support **Global ICL ESH Week**

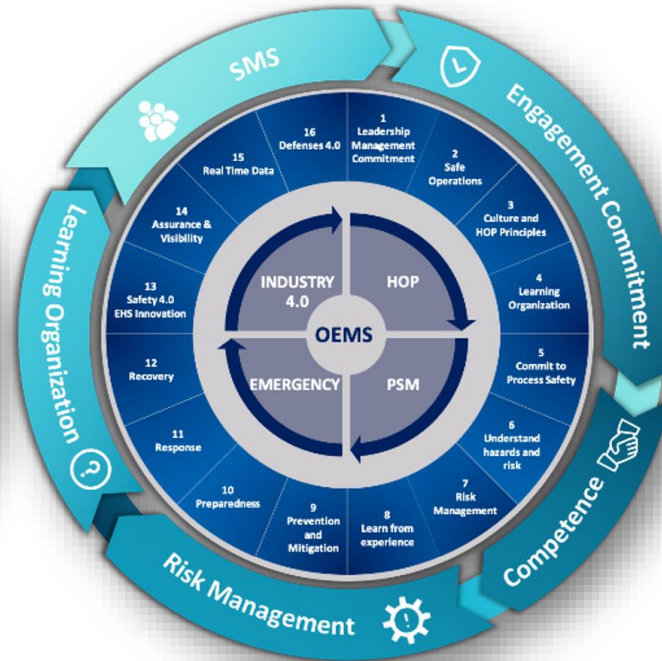


Divisions' Operation Leaders - Managerial Responsibility

- **Managerial responsibility**
 - EHS performance and **KPIs**
 - Implement an **EHS culture**
 - Perform **controls, audits, drills**
 - Reporting
- Implement **managerial routines** on EHS (using existing platforms i.e., Divisional Operation Forums)

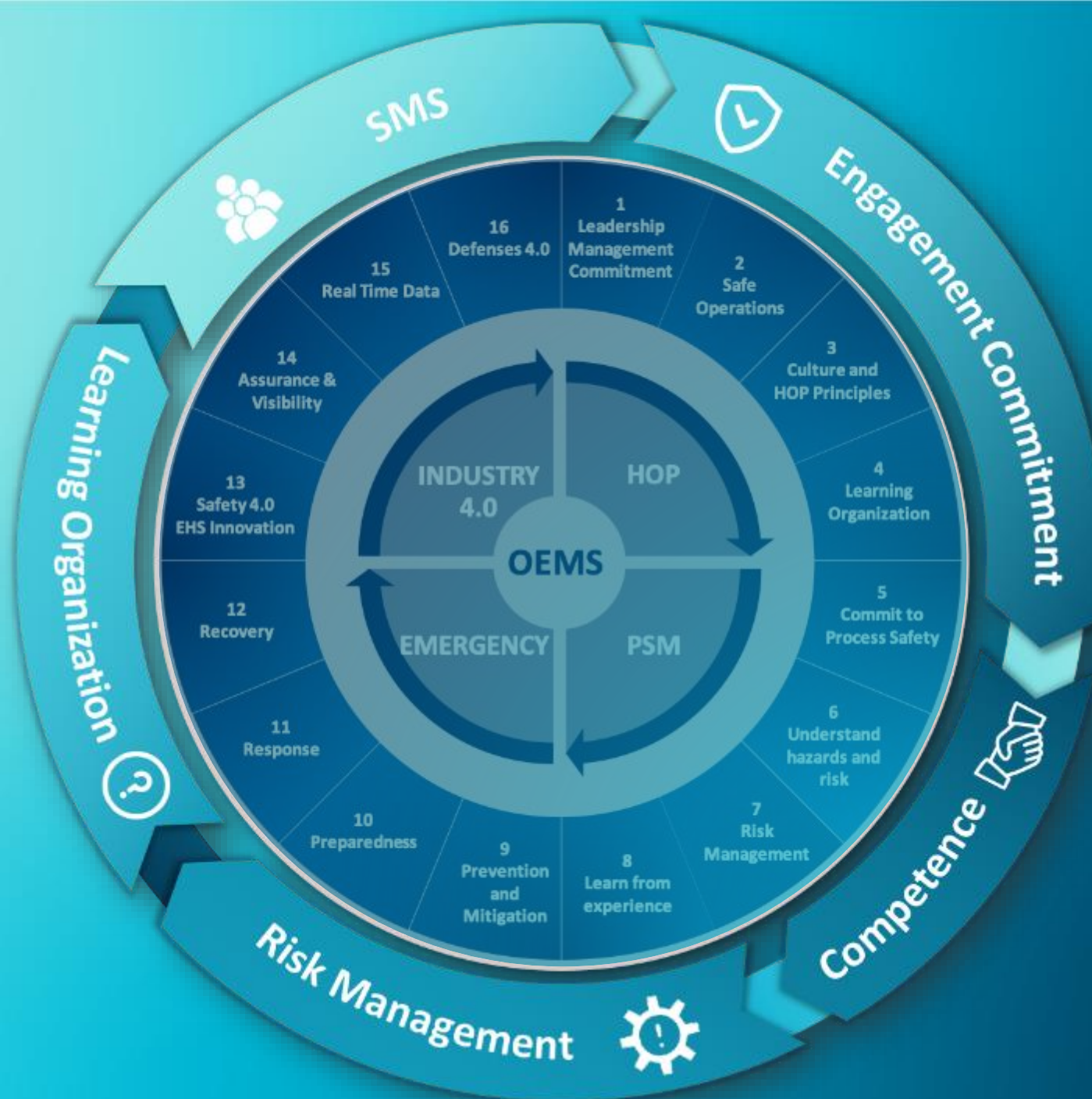
Management system evolution – 5th step

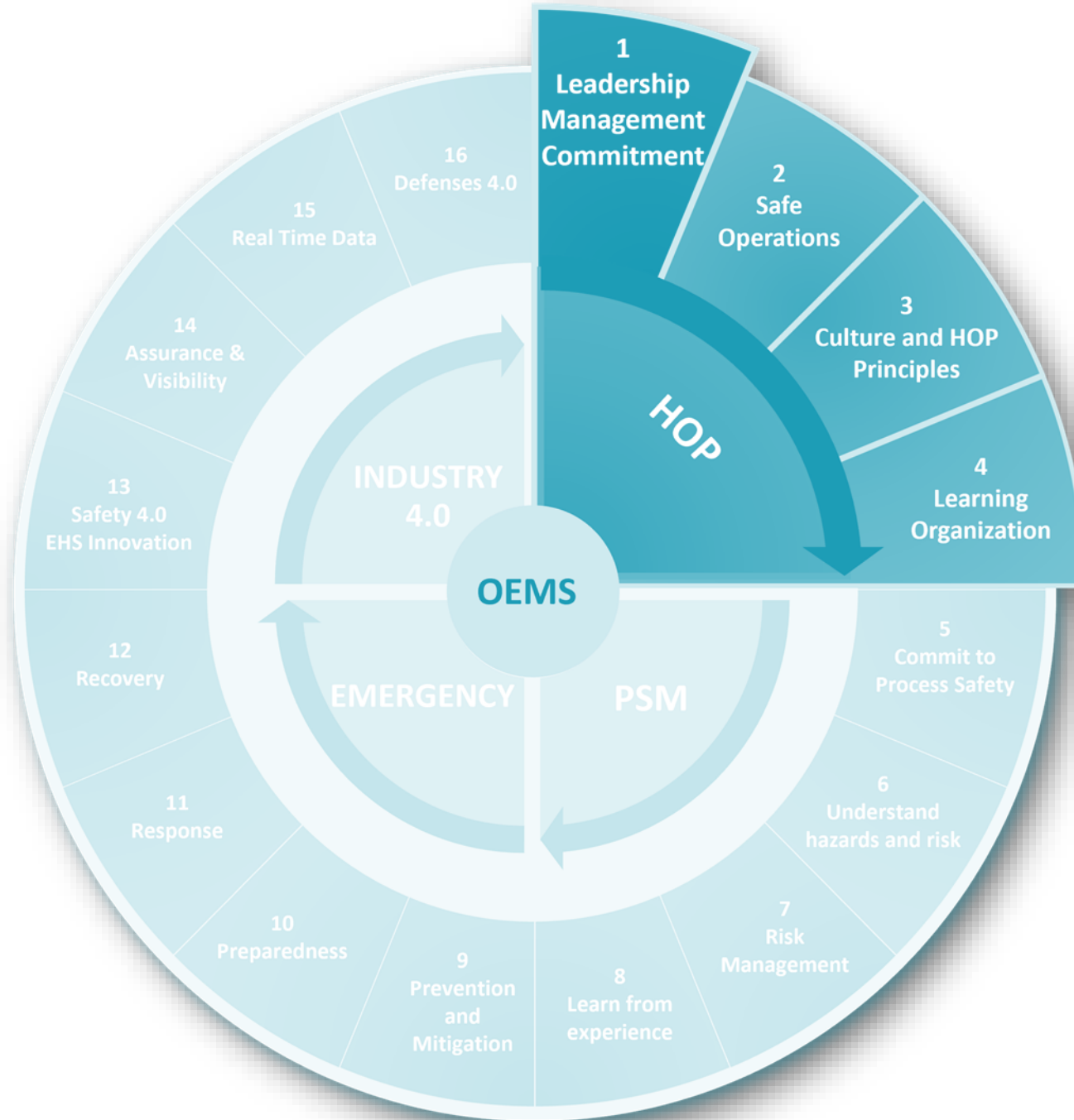




Methodology + Technology = Winning combination







1 Leadership Management Commitment

- Leadership and Commitment
- Safety & Environment Policy; EHS Strategy
- Occupational health, Industrial hygiene Policy
- Roles, Responsibilities and Authorities
- Governance
- Commitment to International Standards (ISO 45,001)

- ✓ אנחנו צריכים לשנות את ההגדרה שלנו לבטיחות!
- ✓ היעדר תאונות הוא תגובתי (מאוחר מדי – כבר קרה)
- ✓ נוכחות של הגנות או יכולות היא פרואקטיבית - קורה בזמן שאנחנו עובדים.
- ✓ זו לא תוכנית – אני מבקש מכם לשנות את הדרך שבה אתם (אנחנו) חושבים על כישלון!
- ✓ בדיוק כמו בתעשיית הרכב – אנחנו יכולים להיות סמוכים ובטוחים שכישלון יקרה – האם יש לנו את ההגנות כדי למנוע פציעות?

Q1 2024 EHS Award- 12 exceptional nominees

- The EHS Awards competition was launched at the beginning of 2023 and since then every quarter the submission of outstanding nominations continues
- During Q1, 12 candidates were submitted from which 3 teams were selected
 - Saving water in the mine - IBP
 - HAZOP for all website processes - IPT
 - Improving the reliability of critical equipment - the chlorine facility, the Magnesium plant - Sodom



CONGRATULATIONS TO THE WINNERS
of the Q1 2024 ICL Global EHS Awards Plan

We are excited to present the winners for Q1 2024 ICL Global EHS Awards Plan!

The 2024 EHS Awards Plan opened with 12 exceptional initiatives, showcasing a commitment of all ICL sites and units to EHS culture, innovative solutions, personal engagement, improved emergency preparedness, and EHS partnerships. After a challenging selection process, 3 three outstanding candidates have been chosen for the quarterly award.

AND THE WINNERS ARE:

Reduction of freshwater in IberPotash mine, Potash Division
Team members: Sergi Guzmán, Ari David, F. Caballero, Emma Cortés, Joan B. Valls, Edward Roca

In response to the challenging weather conditions in Catalonia and a commitment to water conservation, the team spearheaded transformative measures within the mine. Through a concerted effort, they successfully slashed freshwater consumption by 50% in the operation of continuous miners. This was achieved by ingeniously repurposing flow streams from surface plants, channeling them underground for reuse.

These remarkable outcomes are a testament to the effective collaboration among multi-skilled teams spanning projects, processes, and operations. The collective effort not only underscores the significance of EHS culture but also highlights the dedication to innovation and continuous process enhancement.

Promoting HAZOP process - Terneuzen, IP Division
Team members: Jan Rens, Luc van der Heyden, Wesley de Vries, Sebastiaan de Block, Maxime de Crook

The HAZOP process is a major cornerstone of Process Safety Management, which directly impacts the safety of our production lines. Review HAZOP's of all production processes were executed during 2021-2023 according to strict defined planning and are documented in PHA Pro software.

The core team increased the HAZOP awareness in IPT to the next level. During Q1 2024 HAZOP leader training was given to all recently hired process engineers to increase process safety awareness and knowledge in the engineering team.

The result is that the process safety of all IPT production processes is brought to the next level, reducing the risk of major process safety incidents in the plant.

Improving the reliability of critical equipment at the Magnesium Plant Sdom, Potash Division
Team members: Yaeli Sennar, Uli Cohen, Eli Penker, Yael Yusuf, Alon Elroyahu, Ronit Katz, Haim Afik

For many years, the equipment availability was alarmingly low, leading to a significant rise in chlorine Neutralization incidents. Alongside the challenge of chlorine production, equipment unavailability posed a serious risk of chlorine leaks. The team undertook several initiatives: repairing and ensuring backup equipment functionality, identifying and resolving root problems with new systems, stockpiling critical spare parts, devising a comprehensive maintenance and preventive maintenance plan, and implementing upgrades to existing equipment.

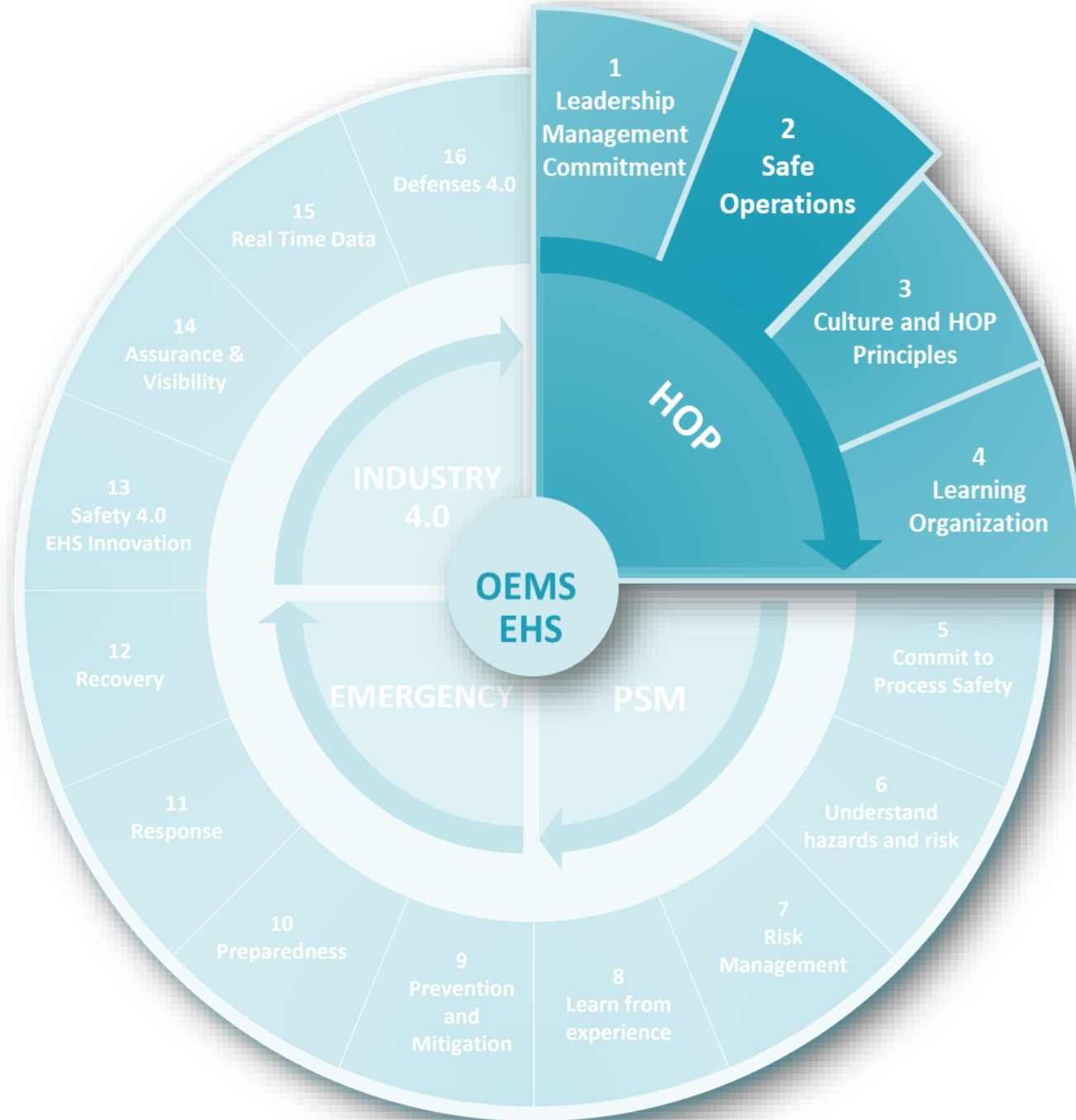
The benefits of the teamwork are:

- Preventing environmental events- reduction of neutralization time and potential for chlorine events
- Increasing the safety situation- Work after planning and assessing risks, reducing chlorine leaks, and reducing work in non-routine hours/under pressure
- Cost reduction- reducing caustic soda consumption (\$4.6 million annually) and improving employee productivity

We express our sincere gratitude to all the candidates for their invaluable contributions to cultivating an EHS culture within ICL. Their dedication and commitment to upholding high EHS standards significantly impact our operations.

Congratulations to the winners for their remarkable achievements!
Their outstanding work truly exemplifies the values we prioritize at ICL.

ICL Thank you!



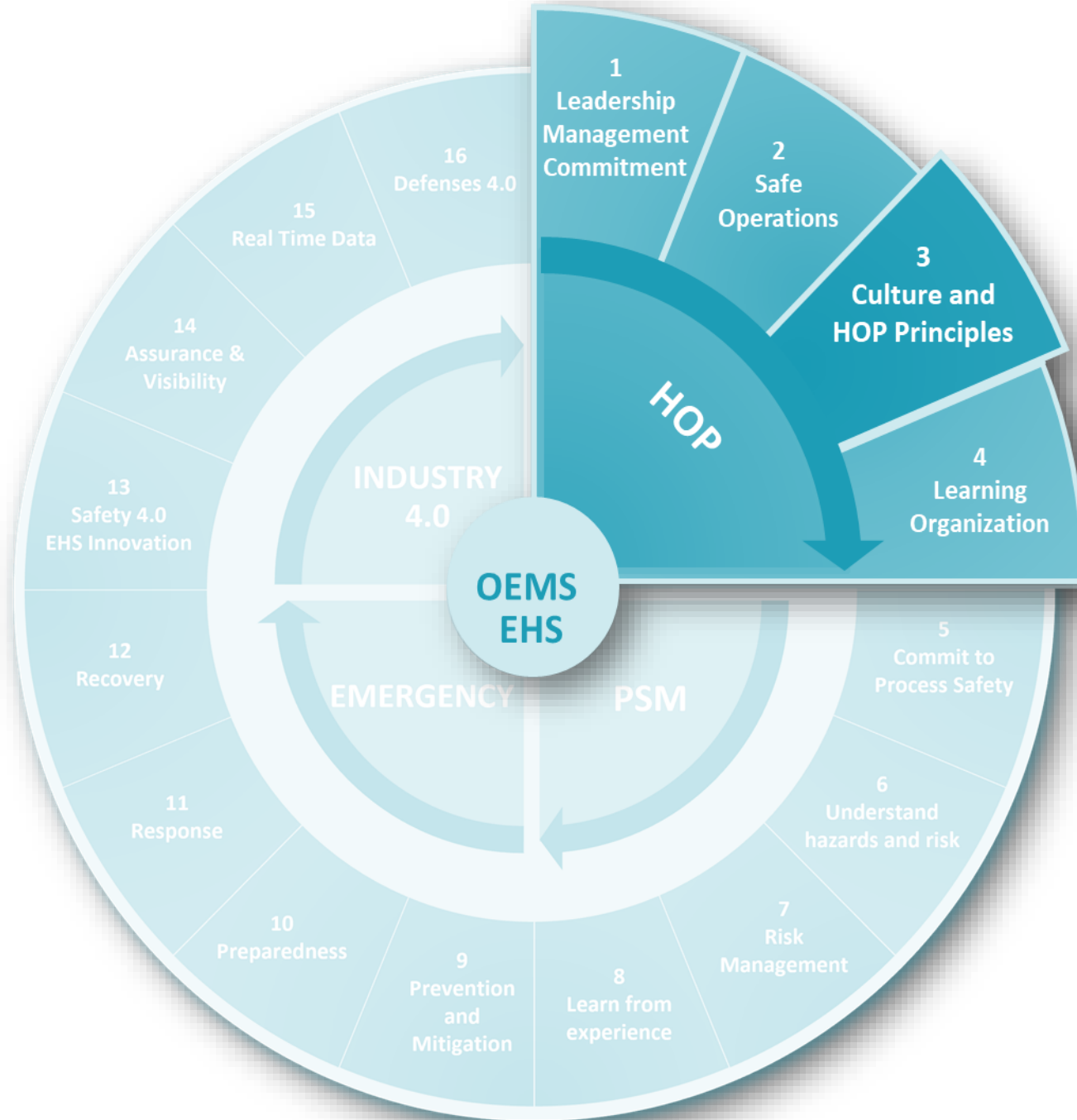
2 Safe Operations

We provide a safe and healthy workplace for our employees and contractors.

- Company Principals of Operation – Routines and high-risk tasks
- Personal Safety (JSA)
- Tenets of Safe Operations
- Reach Every Employee (REE)
- Contractors Safety Management

5 עקרונות ה HOP

1. People Make Mistakes – אנשים עושים טעויות
2. *Blame Fixes Nothing* – האשמה לא מתקנת כלום
3. *Context Drives Behavior and Performance* – התנהגות וביצועים מונעים הקשר
4. *Learning & Improving Is Vital* – למידה ושיפור הם חיוניים
5. *Leader's Response Matters* – תגובת מנהיגים/מנהלים חשובה



3 Culture and HOP Principles

We obligate to the implementation of HOP Culture and Principles

- Error is Normal/People make mistakes
- Blame Fixes Nothing
- Systems/Context Drive Behavior
- Learning & Improving is Vital
- Response Matters
- Controls Save Lives

השטח האפור:

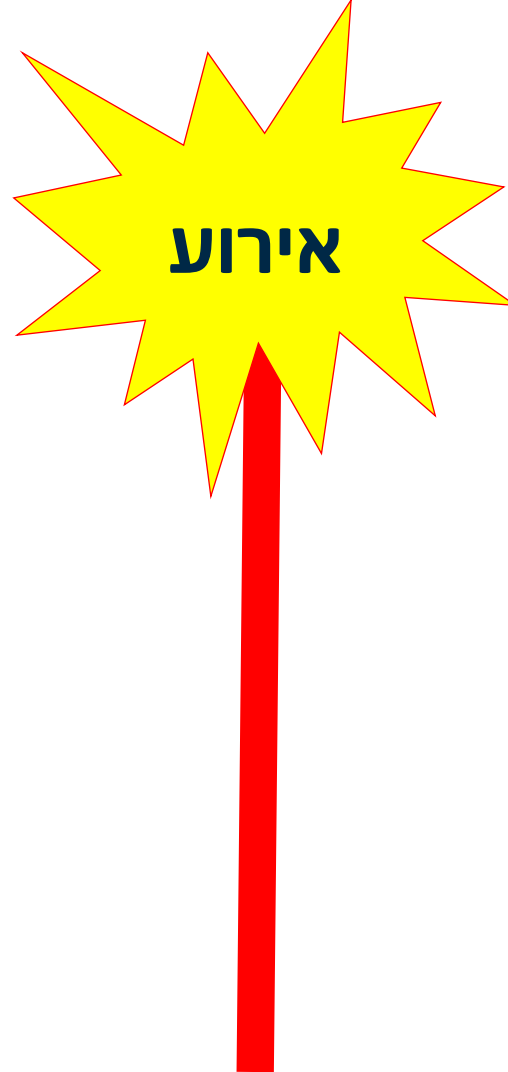
פרשנות לא ודאית
של עבודה בטוחה

ברור שבטוח
לעשות עבודה

ברור שלא בטוח
לעשות עבודה

עובדים מגלים את הבטיחות בזמן העבודה...

ברור שבטוח
לעשות עבודה



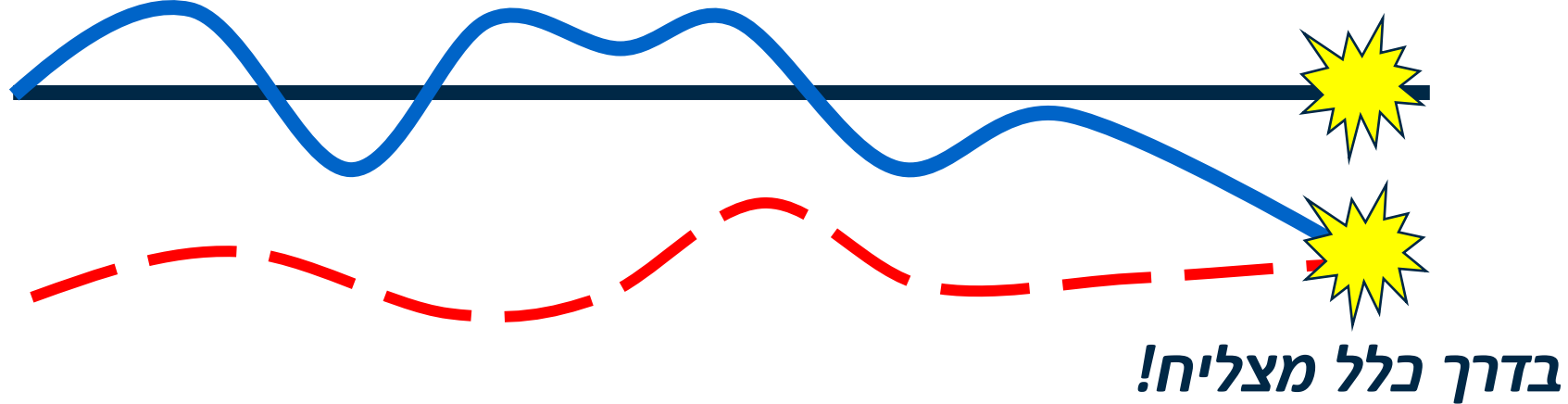
ברור שלא בטוח
לעשות עבודה

לאחר האירוע, הבטיחות ברורה...

עבודה לפי תכנון

מול

עבודה בפועל

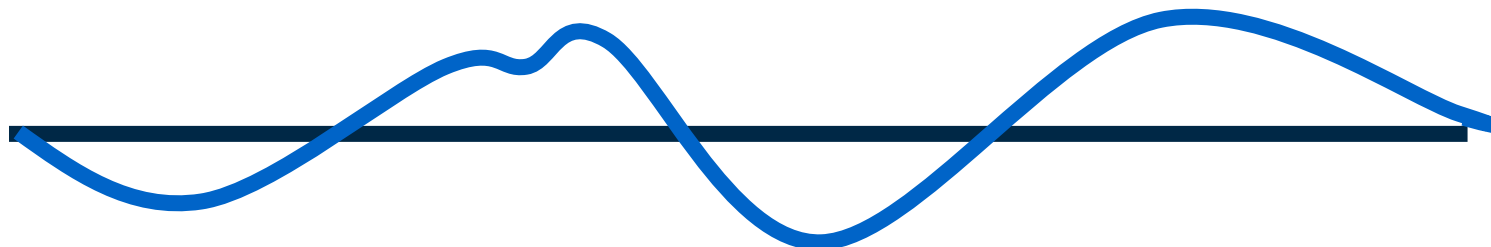
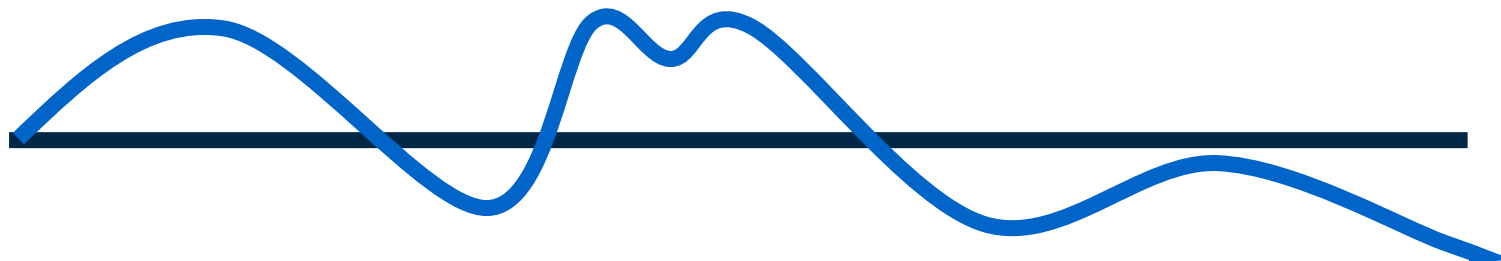


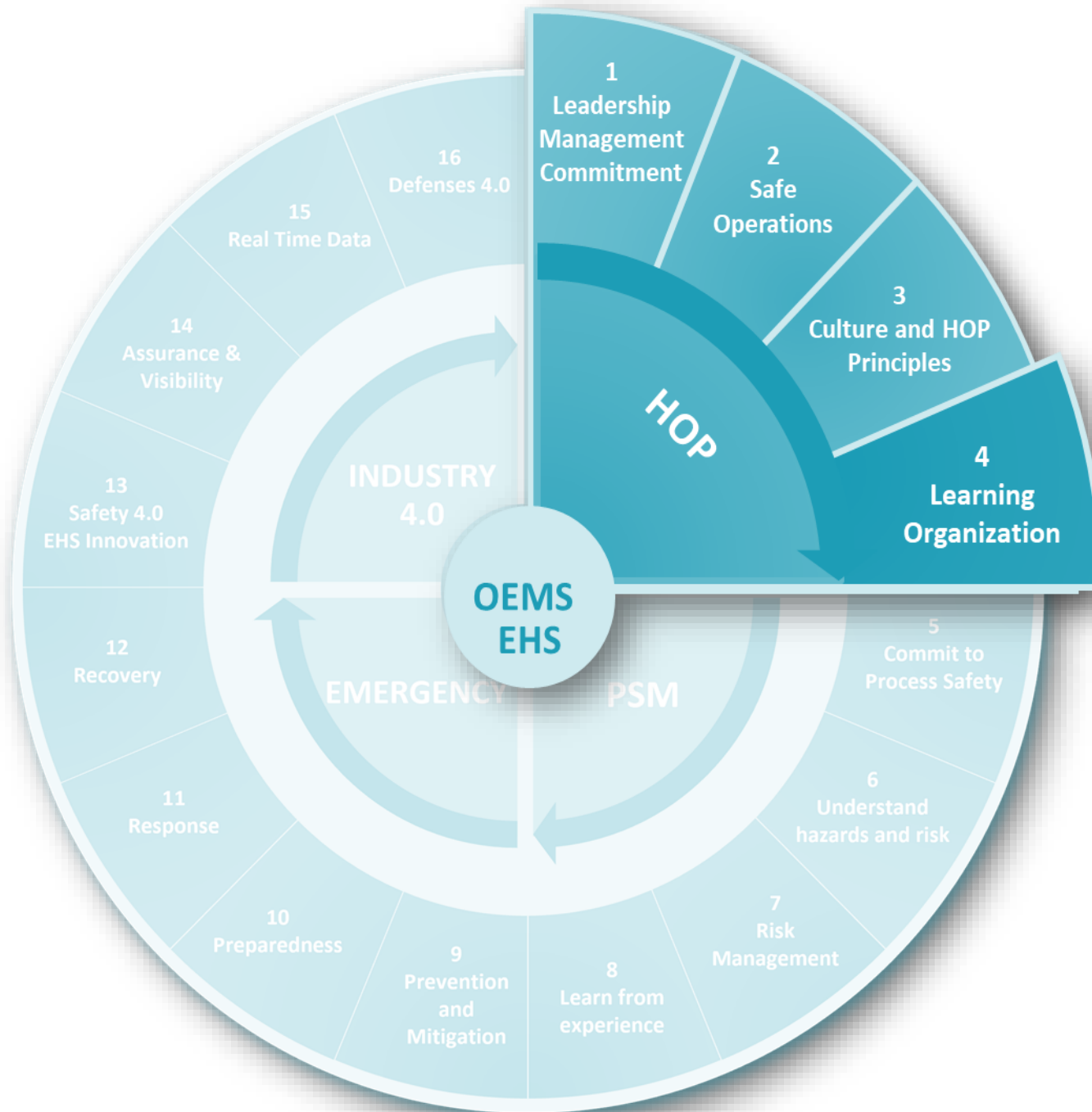
“מאסטרים של הקו הכחול”

עבודה לפי תכנון

מול

עבודה בפועל





4 Learning Organization

- Incident learning and Corrective Action(s)
- Learning from Accidents and Incidents
- Operational learning & Learning Teams
- Training and Certifications
- Learning from Success (Proactive)
- Continual Improvements

Tools support the H.O.P. Principle



People Make Mistakes

Learning from past events
OJT safety training
Last minute Risk Assessment
Field learning tour
Safety focus at the beginning of shift
Operational Excellence routines
Stop Think Act



Blame Fixes Nothing

Learning from past events (Exams)
Field learning tour
Action Item Mechanism
Positive Behavior



Context Drives Behavior

Learning from past events
Learning teams
OJT safety training
Shift handover
Last minute Risk Assessment
Field learning tour
Safety focus at the beginning of shift
Stop Think Act
Analytics



Learning and Improving is Vital

Governance – weekly safety meeting
Field learning tour
Safety focus at the beginning of shift
Action item mechanism
Analytics



Leader's Response Matters

Gamification
Governance – weekly safety meetings
Learning teams
OJT safety training
Field learning tour
Safety focus at the beginning of shift
Hazard recognition
Contractors' routines
Operational Excellence routines
Feedback mechanism
Stop Think Act
Personal Protective Equipment
Positive behavior
Engagement



Global EHS Learning Forums - 2023

12

Monthly forums

~100

Participants in each forum from all ICL sites/regions

24

Proactive learning events

21

Reactive learning events

17

HOP and safety management presentations

The story
Summary

- Preparation and the work
 - Acid pipe below belt P203 showed corrosion. Teflon liner was visible from the outside.
 - Repair notification was made, materials ordered, work prepared: To exchange a part of the pipeline
 - Industrial cleaner cleaned the pipeline according to plan
 - Mechanics started to work on the pipe with PPEs
- Near miss
 - Sulphuric acid started leaking
- Cause
 - Wrong acid pipeline was cleaned

Team Organization Forum
Monthly Meeting
Not losing the way to the best Safety

Jacques Leclerc
Health & Safety Manager at ICL Iberia
16/08/2023

Root causes

```

graph LR
    A[Acid leakage - 1-1.5 hr] --> B[Work on uncleaned pipeline]
    A --> C[Fast closing not possible after bolts were removed]
    B --> D[Workplan made for wrong pipeline]
    C --> E[Corroded bolts had to be grinded]
    D --> F[Repair request, product order and workplan set-up done by 1 person who felt certain]
    D --> G[All pipelines look the same. Pipelines don't have tag numbers. Difficult checking]
    E --> H[No standard work method of replacing bolts 1 by 1.]
  
```

EVENT DETAILS

Site Name: Jicaral 2
Date: 07/24/2023
Area/Equipment: Grain Coating
Time: 17:45
Process / Task: Bag Storage
Severity Event: LMOOC with restricted / modified work

DETAILS:

At around 17h45, when stacking Phosion production from the dock, the extender began to slip off the fork, the forklift lost balance and tipped forward. Due to the adverse situation, the operator lowered the tower and with that the machine returned to the support point (rear wheels). With the impact, the operator claims to have felt pain in the lower back and also alleged abdominal pain. The Area Coordinator was notified and the Shift Supervisor removed the worker for external medical care. The operator was medicated, performed exams and radiography. Found in exams, fracture in the Pelvis.

Video 14: Occurrence Simulation

Severity of the event: L3 → L2 → L1

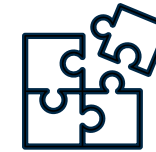
ICL EHS Innovation & Technologies



ICL EHS Innovation Conference- May 2023

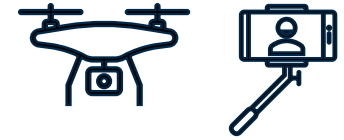


One of the Criteria for EHS Awards Program



Global Initiatives

- ✓ An AI-based system for identifying hazards and potential incidents
- ✓ Lone Worker technologies
- ✓ Forklift safety equipment
- ✓ Ergonomic solutions-equipment for BB lifting



Local Initiatives- Collaboration with Lighthouse Plants

- ✓ Dozen of local initiatives-safety, environment, IH, Ergonomic
- ✓ Pilots and projects



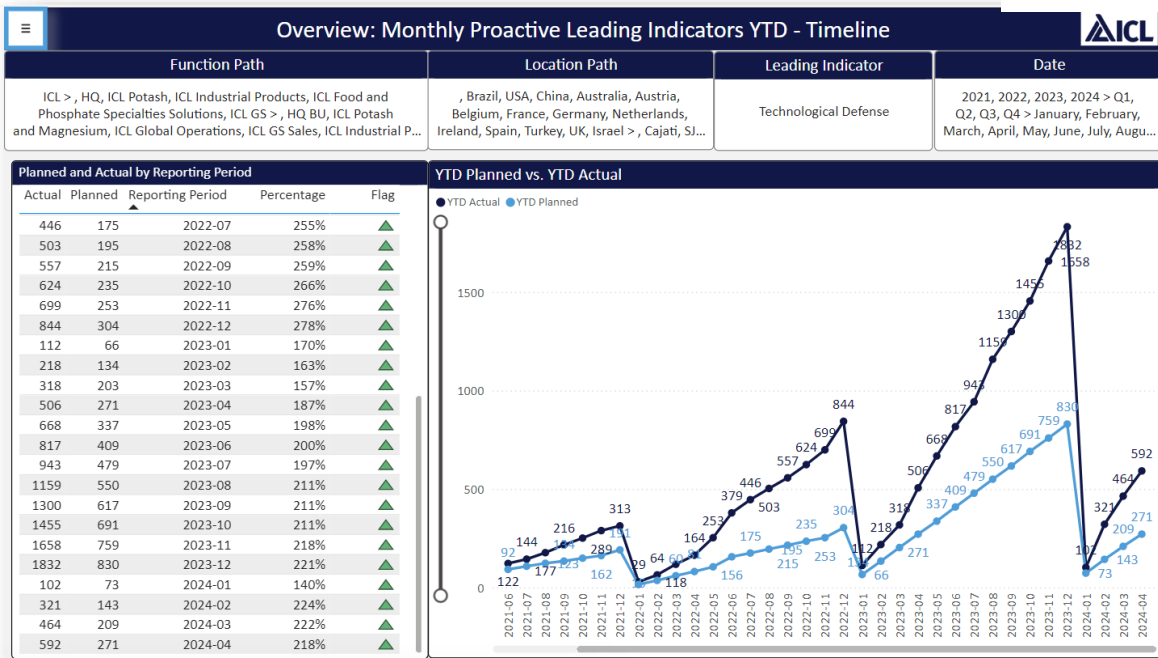
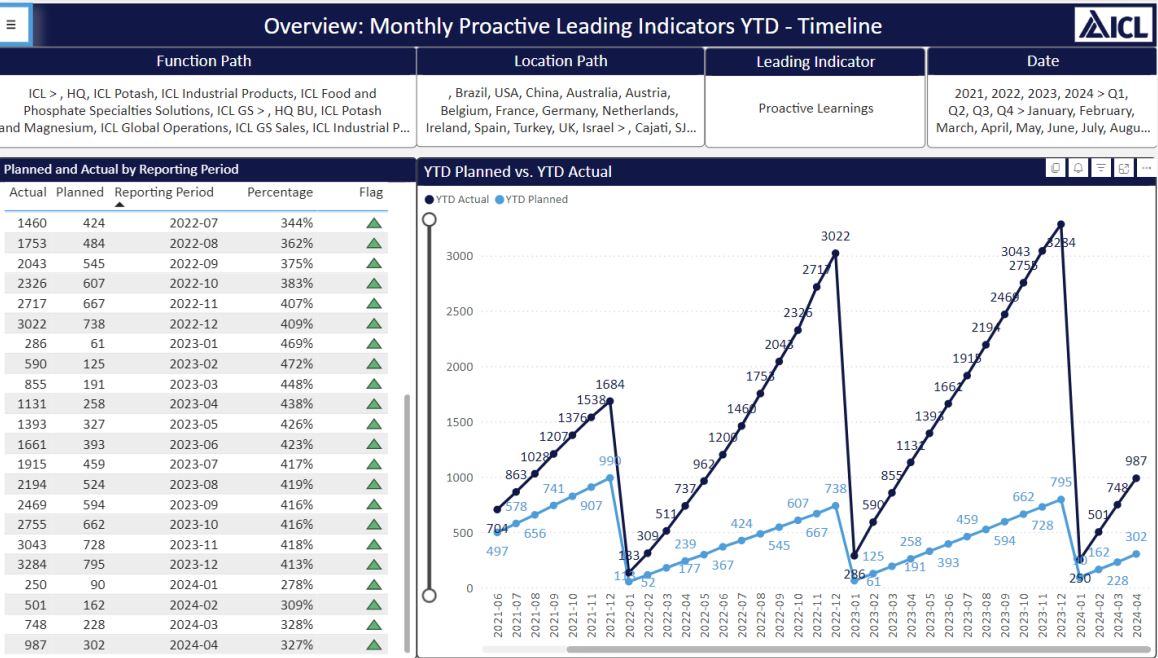
Highlights Leading indicators - ICL YTD April 2024 vs Planned

Proactive Leading Indicators YTD			ICL
Function Path	Location Path	Date	
ICL > , HQ, ICL Potash, ICL Industrial Products, ICL Food and Phosphate Specialties Solutions, ICL GS > , HQ BU, ICL Potash and Magnesium, ICL Global Operations, ICL GS Sales, I...	, Brazil, USA, China, Australia, Austria, Belgium, France, Germany, Netherlands, Ireland, Spain, Turkey, UK, Israel > , Cajati, SJDC, Carondelet, Gallipolis Ferry, Hammond, Lawrenc...	2024 > Q2 > April	
Proactive Learning		EHS Training Programs	
327% ▲ 987 YTD Actual vs 302 Planned		218% ▲ 592 YTD Actual vs 271 Planned	
HRI		EHS Audits	
0.43 YTD Actual vs 0.2 Target		186% ▲ 176 YTD Actual vs 95 Planned	
GoArc Engagement		EHS Innovation	
70% Actual vs 50% Targ		375 % ▲ 45 YTD Actual vs 12 Planned	
Near Miss Reports		JSA Risk Assessment	
238% ▲ 944 Total vs 397 Target		167% ▲ 15 YTD Actual vs 9 Planned	
GoArc EHS Reports Handled		PSM Risk Assessment	
83% YTD Actual vs 70% Target		362% ▲ 326 YTD Actual vs 90 Planned	
		Emergency Drills	
		258% ▲ 183 YTD Actual vs 71 Planned	

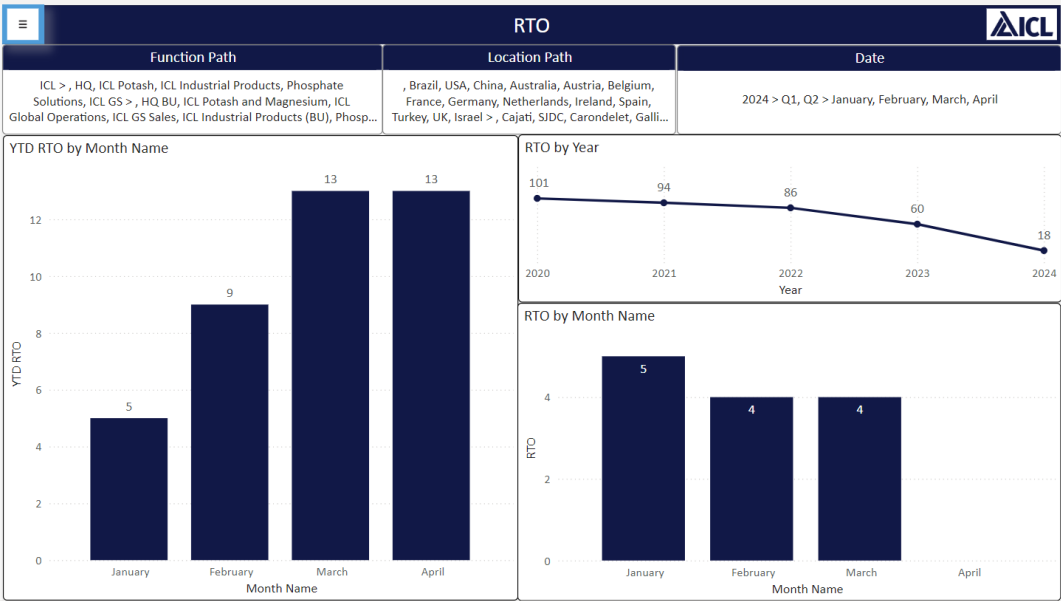
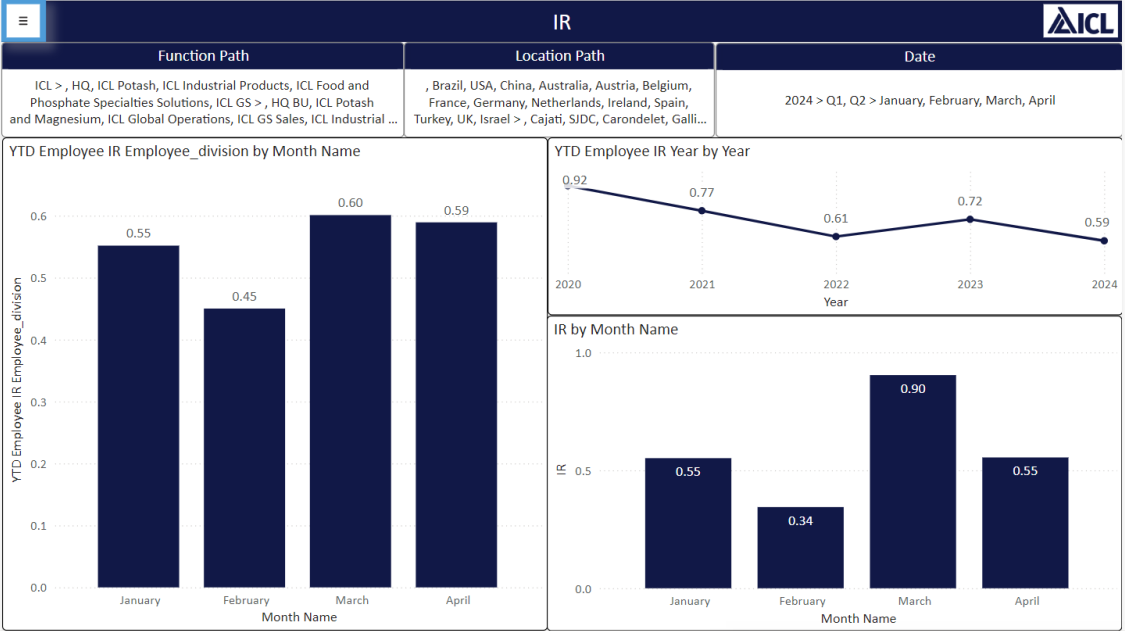
Highlights Lagging indicators - ICL YTD April 2024

Lagging Indicators YTD				ICL
Function Path		Location Path		Date
ICL > , HQ, ICL Potash, ICL Industrial Products, ICL Food and Phosphate Specialties Solutions, ICL GS > , HQ BU, ICL Potash and Magnesium, ICL Global Operations, ICL GS Sales, ICL Industrial Products ...		, Brazil, USA, China, Australia, Austria, Belgium, France, Germany, Netherlands, Ireland, Spain, Turkey, UK, Israel > , Cajati, SJDC, Carondelet, Gallipolis Ferry, Hammond, Lawre...		2024 > Q2 > April
RTO				
YTD RTO	YTD RTO Env. Complaints	YTD RTO Env. Events	YTD RTO Enforcement Activities	
13 vs 16 YTD Previous year ↓	1 vs 1 YTD Previous year ↓	12 vs 12 YTD Previous year ↓	0 vs 3 YTD Previous year ↓	
April, 2024 RTO: 0				
IR		SI		
0.59 vs 0.68 Employee YTD Previous year ↓		15.24 vs 23.14 Employee YTD Previous year ↓		
April, 2024 IR: 0.55				
LWDC				
YTD Employees LWDC	YTD Contractors LWDC		YTD Total LWDC	
21 vs 23 Employees YTD Previous year ↓	8 vs 13 Contractors YTD Previous year ↓		29 vs 36 Total YTD Previous year ↓	
April, 2024 Emp LWDC: 5		April, 2024 Cont LWDC: 2		

Highlights Leading indicators - ICL YTD April 2024



Highlights Lagging indicators - ICL YTD April 2024



2024

Continue our efforts To become a world leader in EHS

Meeting EHS Goals
toward ICL Vision
becoming EHS leader
(IR, RTO, ESG
Ranking)



Strengthening EHS
Culture based on HOP
Methodology,
learning organization
& EHS Awards plan
(incl. contractors)



- Implementing PSM policy
- ERM EHS Risk management
- Ponds and tails policy




New Technologies &
Innovative tools,
focusing on reducing
manual work and
exposure to dust



Strengthening
Emergency readiness
and BCP of all sites &
and the Global ICL
Crisis Management
Team



A close-up photograph of two hands, one from the left and one from the right, gently holding a small globe of the Earth. The hands are positioned so that their fingers and thumbs form a heart shape around the globe. The skin on the hands is a deep blue color, and the globe shows green continents and blue oceans. The background is a plain, light color.

The world is
changed by your
example not by
your opinion.

-PAUL COELHO

AICL

Thanks & Good Luck!





מובילי השולחנות המקצועיים



ד"ר ליאור אלי
יו"ר הכנס
סמנכ"ל EHS
גלובאלי ICL



משה פלד
Sr OHS manager
israel cluster
קימברלי קלארק



דוד כץ
מנהל הבטיחות
גלובאלי בחברת
אדמה



דן תורג'מן
EHS
Senior Manager
EMEA NVIDIA



שרון פלדברג
מנהלת יחידת
בטיחות וגיהות
מקורות



ישראל ביטון
מנהל EHS
אפלייד
מטיריאלס

10:00-11:10

עקרונות ה- HOP

חלוקה לשולחנות עגולים הצגת הרעיון המרכזי

- עקרון 1 אנשים עושים טעויות- מוביל שולחן- דן תורג'מן
- עקרון 2 האשמה לא מתקנת דבר- מוביל שולחן - ישראל ביטון
- עקרון 3 הקשר מניע התנהגות- מובילת שולחן- שרון פלדברג
- עקרון 4 למידה חיונית- מוביל שולחן- משה פלד
- עקרון 5 יש חשיבות לתגובה- מוביל שולחן- דויד כץ

12:15-13:45

חלק שני - הצגת סיכומי שולחנות תובנות מהדיונים



מרצים

MR.GUDMUNDUR BEN
THORSTEINSSON
HUMAN &
ORGANIZATIONAL
PERFORMANCE LEAD
TESLA



ישראל לופה
מ"מ מנכ"ל
אלתא



קוטי אלבד
מנהל EHS
חטיבת אלתא
בתעשייה אווירית



ד"ר ארד יעקובי,
מרצה בכיר,
פסיכולוג ויועץ
ארגוני



מאחלים לכם כנס פורה ומאתגר!

תודה מראש, למפעל אלתא על הכנסת האורחים