



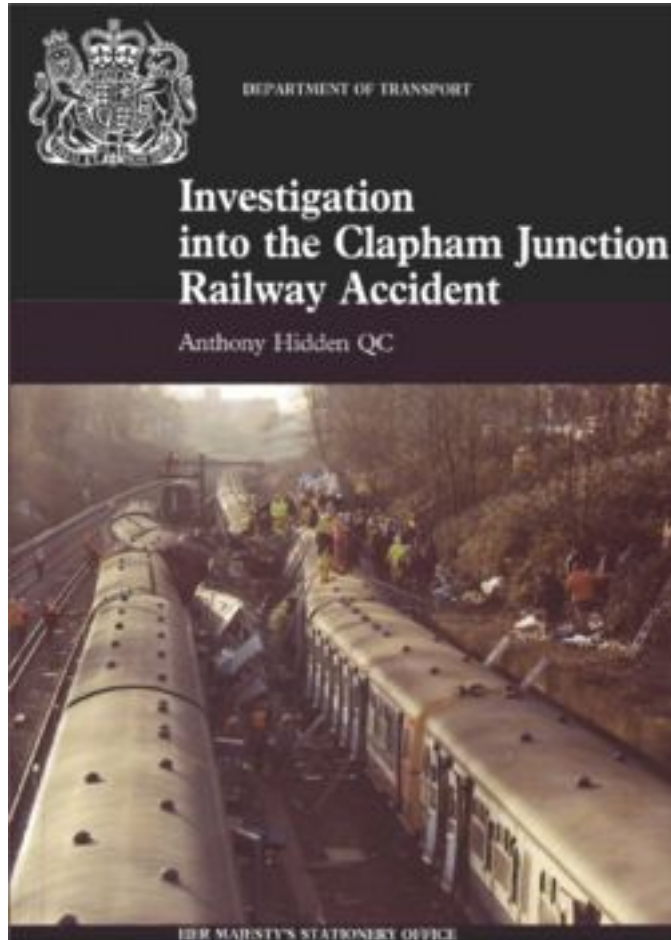
Corporate Safety Governance

Presented by
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in IOSH OSH Seminar on 22 February, 2008

Outline

- Where safety governance had failed
- Corporate safety governance – key features and stakeholders
- Establishing safety governance
- Assuring safety governance

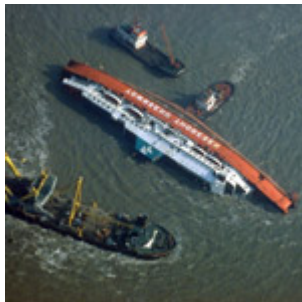
Where governance had failed



- Investigation into the Clapham Junction Railway Accident:
Chapter 17 - Where things went wrong

“It has to be said that a concern for safety which is sincerely held and repeatedly expressed but, nevertheless, is not carried through into action, is as much protection from danger as no concern at all”

Where governance had failed



- `1987 mv Herald of Free Enterprise' (formal investigation). London: HMSO, Report of Court No 8074

“All concerned in management, from the members of the board of directors down to the junior superintendents, were guilty of fault in that all must be regarded as sharing responsibility for the failure of management. From top to bottom the body corporate was infected with the disease of sloppiness“.

Where governance had failed



- Investigation into the King's Cross Underground Fire:
Chapter 14 – The auditing of safety

“In my view it is imperative that a holding company charged with ensuring safety of operation should discharge its duty fully. It is not acceptable that it should try to discharge that duty by delegating it to its subsidiary, coupled with maintaining a loose supervision by having on the Board of the main company a director of the subsidiary company.”

Corporate governance

- Corporate governance is the set of processes, customs, policies, laws and institutions affecting the way a corporation is **directed**, **administered** or **controlled**. Corporate governance also includes the relationships among the many players involved (the stakeholders) and the goals for which the corporation is governed. The principal players are the shareholders, management and the board of directors. Other stakeholders include employees, suppliers, customers, banks and other lenders, regulators, the environment and the community at large.

(from Wikipedia, the free encyclopaedia)

Corporate governance

Key features

- Sets strategic direction and leads;
- Sets values and standards;
- Sets management objectives, ensures availability of resources, defines boundaries & respective authorities;
- Reviews performance against defined accountabilities;
- Maintains oversight on internal controls;
- Ensures obligations to stakeholders (including shareholders) are met.

Corporate governance

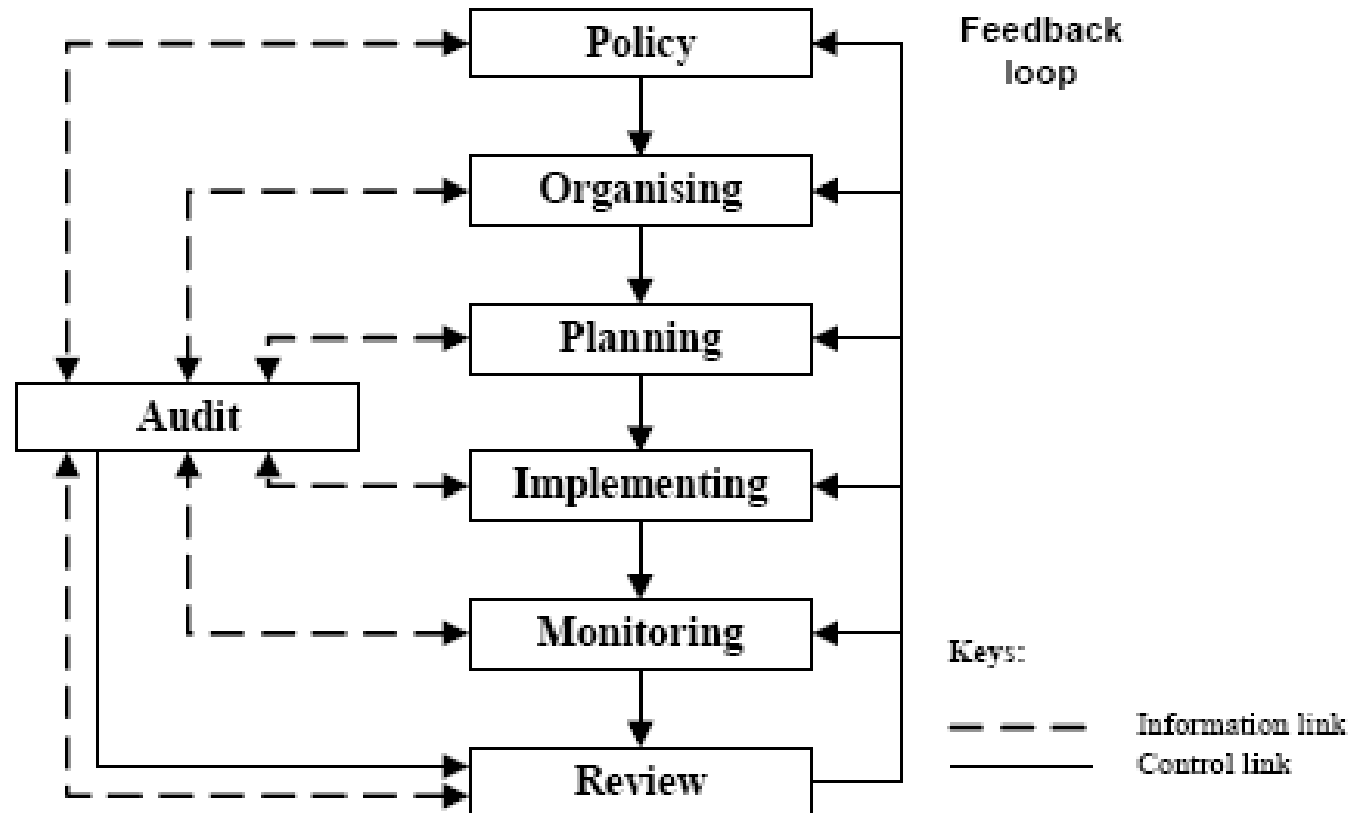
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Establishing safety governance

- Degree of oversight, level of control
- Efficiency of organisational feedback loop;
- Board members' / directors' understanding of safety management issues;
- Corporate safety culture
- Nature of business – integrating safety management with business partners and subsidiaries
- Provision and distribution of safety management expertise (often associated with costs issues)
- Standard setter .vs. implementor .vs. verifier

HSG 65 framework for managing H&S



Establishing safety governance

HSG65 elements	Minimal	Light	Moderate	Substantial	Centralised
<i>Policy</i>					
<i>Organising</i>					
<i>Planning</i>					
<i>Implementing</i>					
<i>Monitoring</i>					
<i>Reviewing</i>					
<i>Auditing</i>					

Establishing safety governance - Policy

Corporate Safety Policy

Safety of our customers, the public, contractors and employees is an absolute pre-requisite. MTR Corporation is committed to consistently meeting statutory requirements, maintaining a safety-first culture, employing management systems to achieve MTR Corporation's safety goals for continuous improvement in safety performance in all aspects of the business.

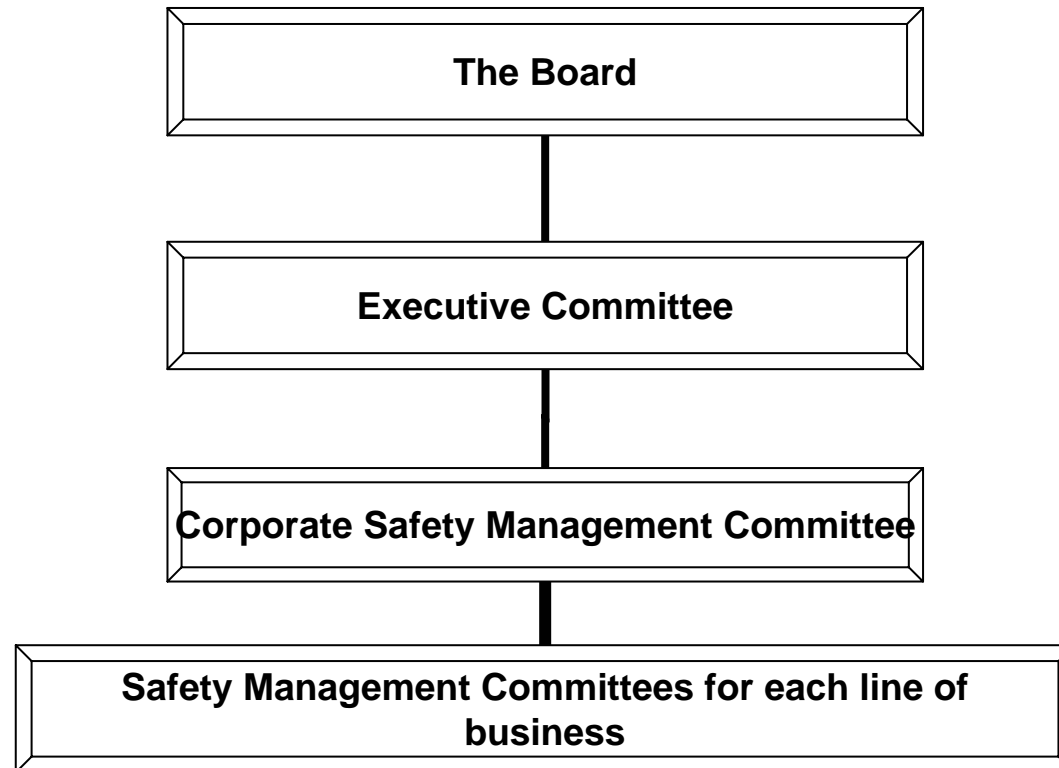
Safety demands active involvement by all. It is the responsibility and duty of everyone and should be foremost at all times in everything we do. Safety management is the responsibility of each director, manager and supervisor. All employees have a duty to protect our customers, the public, contractors, colleagues and themselves.

2 December 2007



- *Setting the scene* for standards, culture, approach;
- *Goal setting* approach for continuous improvement
- *Active* involvement by all
- *Line* management's responsibility

Establishing safety governance - Organisation



Cascading from committees to individuals

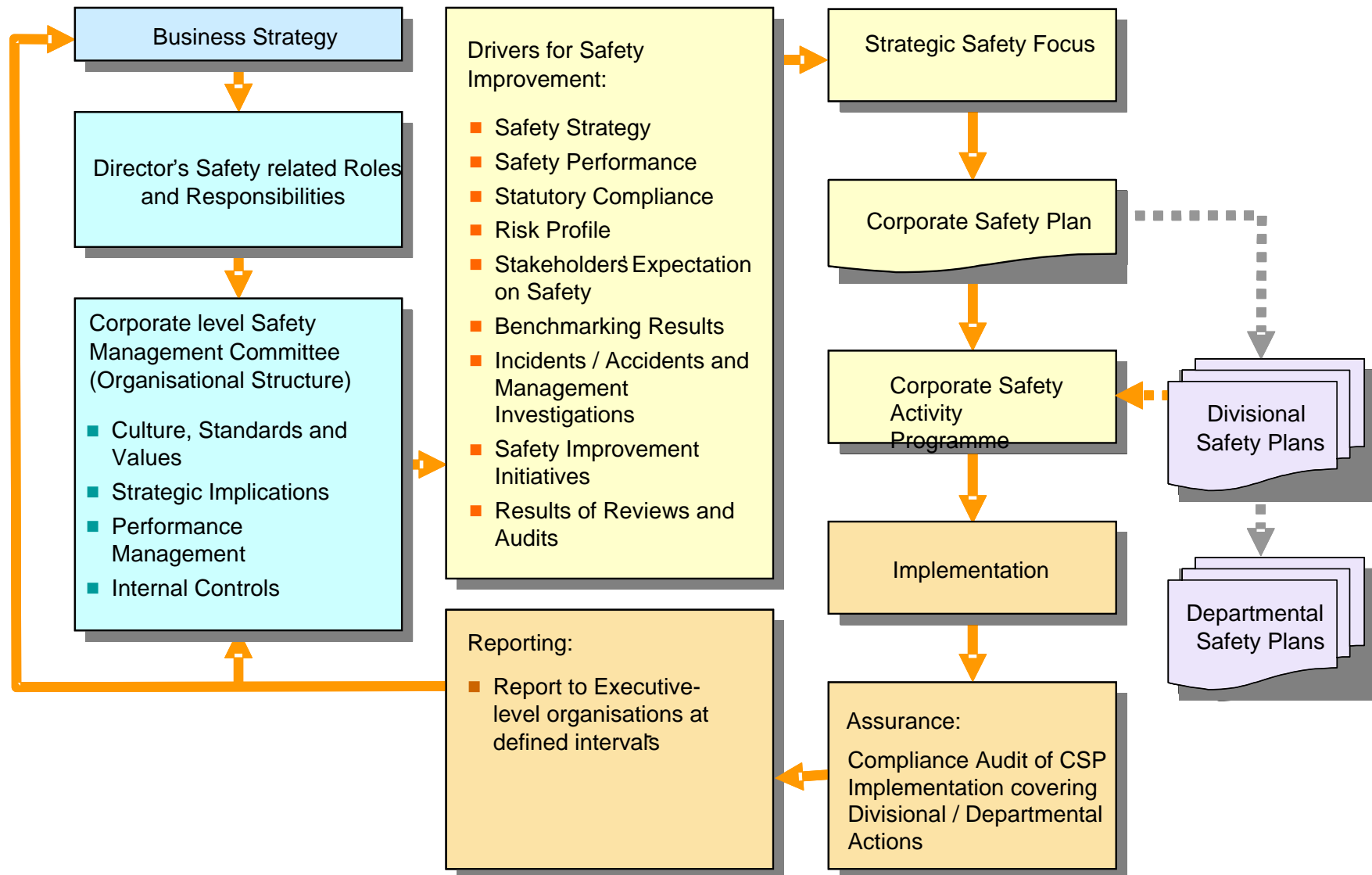
- Operations Safety Committee sets policy & strategy
- Five sub-committees
- Line management directly responsible for safety
- Safety & Quality Department provides advices and supports, facilitates and carries out audits
- At least one item in the individual Key Objectives should be safety-related
- Safety Responsibility Statement/Card for everybody

你的安全責任

- 一. 了解公司的安全政策聲明。
- 二. 清楚理解並嚴格遵守有關的職業健康及安全法例、公共健康及衛生指引、保安規則，以及有關的工作程序與指令。
- 三. 除獲授權外，不得使用或操作工具、機械或設備。
- 四. 注意工作安全，尤其是工作姿勢及人力提舉與搬運，慎防意外發生。
- 五. 配戴適當的個人防護衣物或裝備。
- 六. 熟悉火警逃生路線和程序。一旦發生火警，立即通知其他人及前往指定集合地點。
- 七. 主動與上司討論安全及保安事項。
- 八. 遇有不尋常的情況、意外或保安事故，必須立即呈報。
- 九. 支持及參與安全活動，建立良好的安全文化。



Assuring corporate safety governance



Q&A