SEPTEMBER 13-14, 2022 YEARS ANNIVERSARY **BERLIN**

CONGRESS



Prof Dr Andrew Sharman Managing Partner at RMS, Founder & Chairman at One Percent Safer, Programme Director, Leadership & Safety Culture Programme at CEDEP

Chairman's Note

The EHS Congress has catapulted itself into the center of the Health & Safety community by providing an unparalleled combination of high quality presentations, bringing together hundreds of important thought leaders and has been the annual meeting point for all H&S professionals from across Europe and beyond.

In 2022 more than ever, the EHS
Congress will provide the background for our attendees to define the future of Health & Safety by gathering the most relevant experts from all major industries. It's a great place to initiate collaboration, brainstorm new ideas & concepts and meet other EHS leaders having the responsibility to bring their workers back home safely, every day.

I hope to see you back in Berlin for the 2022 EHS Congress to meet & hear from world-class speakers and attendees alike!

Visit the official site of the EHS Congress

WWW.ehscongress.com



Feel free to contact us via phone at +36 70 702 04 32 or equally via email through support@ehscongress.com. Follow us on LinkedIn

Advisory Panel

Huge thanks to our advisors who helped form our agenda



Rob Stephenson CEO of FormScore, Mental Health Campaigner



Claus Rose EHS Director at GE



Raoul Textoris
EHS Director of
R/I-Research&Innovation for the L'Oréal



Jean-Christophe Le Coze Author of 'Post Normal Accident'



Diane Chadwick-Jones former Director of Human Performance at bp



Paul Leonard
Helping Prevent
Unplanned Events
Globally at SinoCelt



Carsten Busch Safety Mythologist and Historian



Luiz Montenegro EHS Strategic Senior Executive



Erik Hollnagel CEO at Resilient Systems +



Francois Germain Former Health and Safety VP at Total-Energies



Dom Cooper CEO at B-Safe Management Solutions



John Stevens Group Health & Safety Advisor at The Go-Ahead Group



Sue Parker-Tantush
Co-op Head of Health and Safety



Nigel Fellows Owner, Bay Publishing



Jop Groeneweg Quantifying and modelling the factors contributing to a Just culture



Philippa Knapp Global QSE at Vestas



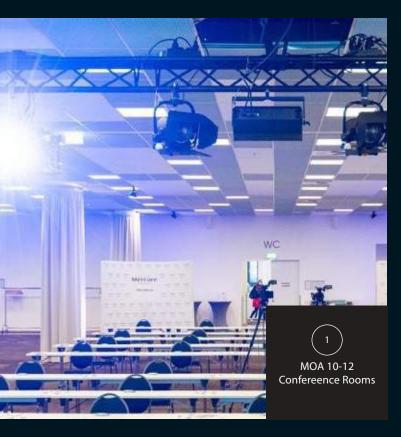
Krishnen Mootien Head of HSE at RB



Bruno Vercken EHS Director at Danone

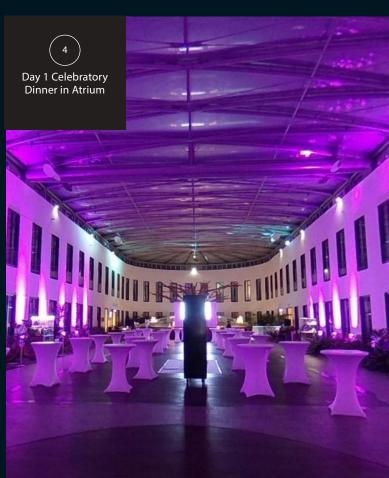
OUR 2022 VENUE

MOA BERLIN









COFFEE BREAK

NETWORKING & EXHIBITORS



CELEBRATING

5 YEARS OF EHS CONGRESS



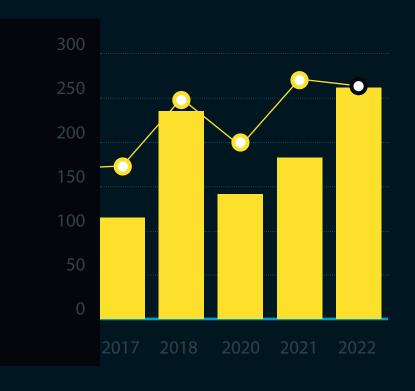




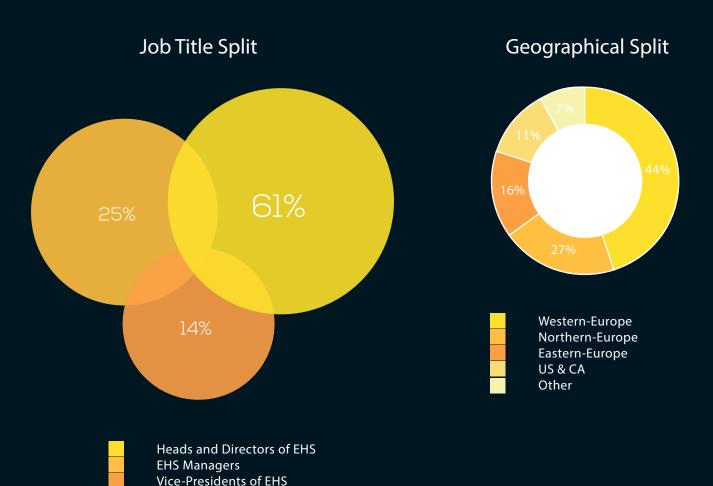


OUR AUDIENCE

WHO CAN YOU MEET



Despite the pandemic, we managed to connect with ± 170 EHS delegates in 2021, taking the time and energy to travel and meet (and have a great time!) back in Berlin. For 2022 we are anticipating an even larger turnout as the pandemic is slowly losing momentum. As this year is our 5th annual anniversary, we are preparing for a number of gifts and entertainment for our attendees.



2022 HIGHLIGHTS

INTERACTIVE EVENT STYLE



Book Giveaway

Just like in 2021 with the 'Working Well' book, we will be distributing a newly released health and safety book. Each delegate - exclusive to the **EHS Congress** attendees - shall receive this complimentary gift to enhance take-home knowledge from the event (and pass the time at the airport!)



Breakout Workshops

To allow an even more in-depth EHS work, for the first time we're introducing workshops of 120 minutes at the end of Day 1, just before the dinner. Each attendee can choose a workshop at registration from world-class safety thought leaders. The audience is then split into 6 different rooms for practical insights.



Hotspot Panel Discussions

Listen to the crème de la crème of Europe's EHS leaders, discussing the hot topics of today's challenges through interactive panel sessions. Ask your questions directly to the panel to see how they would deal with your challenge (audience favorite!)



Roundtables

At the end of Day 2 we host the round-tables, the final session of the event, allowing delegates to dig into each of the discussed topics from the conference and analyze with peers. Afterwards each group reports back their findings or alternatively we hear everyone sharing their 1 key take-away knowledge from the event.



Gala Dinner

All attendees are cordially invited to a celebratory <u>5th</u> <u>annual</u> conference dinner hosted by the organizers in a comfortable dinner setting with great ambiance. Delegates can further follow up conversations with their fellow attendees in an informal atmosphere with house wines and delicious courses on Day 1 night!



Online Streaming

All attendees in Berlin receive a complimentary virtual link which they can share with colleagues to follow the proceedings of 2 days at the EHS Congress. Virtual attendees are fully involved from the first minute of Day 1 until the very end of Day 2 roundtables and can ask questions as well from the speakers.





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SUPPORTING THE CONGRESS





























TENFORCE elisa company



Prof Dr Andrew Sharman Managing Partner at RMS



Sidney Dekker Professor at Griffith University



Claus Rose
Vice President EHS Renewable at GE



Richard Hulland
Chief QHSE, Risk & Assurance Officer at
Veolia UK



Carsten BuschSafety Mythologist and Historian



Malcolm Staves Global Vice President Health & Safety at L'Oréal



Diane Chadwick-Jonesformer Director of Human Performance at bp



Dom Cooper CEO at B-Safe Management Solutions



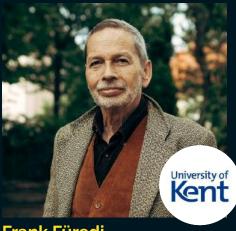
Jean-Christophe Le Coze
Author of 'Post Normal Accident' | Head
of research on Human & Organisational
Factors



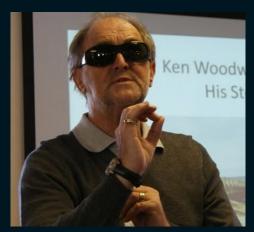
Tjeerd Hendel-Blackford
Director of International Sales at Cority



Anthony Renshaw
Chief Health Officer | Medical Director at
International SO



Frank Füredi Professor at University of Kent



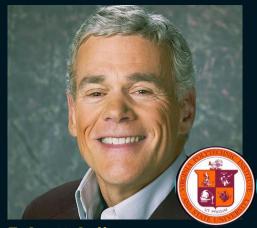
Ken Woodward Behavioural Safety Motivator



Philippe Delquié
Associate Professor at The George
Washington University School of Business



Patrick Hudson
Professor at Delft University of Technology



E. Scott Geller Alumni Distinguished Professor of Psychology at Virginia Tech



Hans-Peter Neumann former Head of Corporate Governance EHSQ at BASF



Jenna MerandiMedication Safety Officer at Nationwide
Children's Hospital



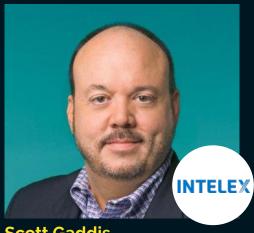
Bertrand Gibert Head of Corporate HSE at BIOMÉRIEUX



Andresa Hernandes Global Vice President – Safety at Siemens AG



Dr Marcin NazarukChair of the SPE Human Factors Technical Section



Scott GaddisVice President, Global Practice Leader
- Safety and Health at Intelex



Hennie Pouwels
Director EHS at ASML



David Rowbotham
Global Head of Health and Safety at
Bupa



Kristian Gould Leading Human Factors and Organizational Safety at Equinor



Marco Workel
Director HSSE at Tata Steel



Director Environment Heath & Safety at Johnson Controls



Andy Latham
Head of HSE Compliance, Wellbeing &
Giving at Next



Anthony Wareham
Global Head Health and Safety at
Philips International B.V.



Philippa Knapp
Director at ERM: Environmental Resources Management Consulting

DAY 1 - Tuesday

7:30 am - 7:50 am 7:50 am - 8:00 am Welcome Coffee and Registration Welcome Address by the Chair

8:00 am - 8:10 am Speed Networking Session

8:10 am - 8:40 am

Climbing the Ladder: It's not what you think, it's what you do

Safety culture is usually defined in terms of values, beliefs and attitudes to safety as well as safety related behaviours, but there is a paradox. If I know what you say, my assessment of your culture may be optimistic; but if I see what you do, I have a much better idea of what your culture really is. This paper will first discuss the difference between merely having activities in place, having them in operation and then having them being effective in achieving truly safe behaviours and performance. In the context of the **HSE Ladder** this explains how Safety-I focuses on reacting to what goes wrong with remedies for problems being put in place and in operation. By moving to having processes that are effective in achieving their goals, proactive activities naturally stress what goes well -Safety-II - as attention is directed to making processes that are effective in achieving our safety goals.

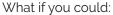


Patrick Hudson
Professor at Delft University
of Technology

8:40 am - 9:10 am

Learning from Normal Work: Find out WHERE and HOW your next accident may happen

You continually learn from incidents and over time, your organization has become safer. The safer it is, the fewer incidents you have to learn from. Despite the improvements, you experience repeat or surprise accidents and feel uneasy when there are no incidents because you know that the conditions that will create your next accident exist today. Do you know how to find them?



- Find out which activities are likely to result in an accident.
- Get your workers to tell you what is REALLY going on.
- Proactively identify and address error traps and organizational factors that increase the risk
- Make pro-active learning part of your culture.

Dr Marcin Nazaruk
Chair of the SPE Human
Factors Technical Section

'Normal work' is about how people adapt to changing conditions and challenges as part of their job. 'Learning from normal work', is about proactively looking into the things that make the work difficult and increase the chances of human error or non-conformance. Marcin will show multiple real examples (with photos) of how **learning from normal work** helped to eliminate the risk of life-changing injuries, and how you can use existing industry resources to do that too.

9:10 am - 10:00 am

Panel Discussion: Bridging the gap between academics and HSE practicioners

- · applying theories and systems thinking
- battle of good practices
- a focus on specific interventions to reduce serious injuries and fatalities (SIF's)



Carsten BuschSafety Mythologist and Historian



Dom CooperCEO at B-Safe Management
Solutions



Philippe Delquié
Associate Professor at The
George Washington University
School of Business



David RowbothamGlobal Head of Health and Safety at Bupa



Andy LathamHead of HSE Compliance,
Wellbeing & Giving at Next

DAY 1 - Tuesday

10:30 am - 10:50 am Asking The Personal Questions

The Way Forward

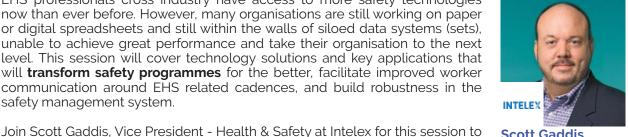


Ken Woodward Behavioural Safety Motivator

10:50 am - 11:20 am

Taking Your Organisation from Good to Great - Transforming EHS Performance With Technology

EHS professionals cross industry have access to more safety technologies now than ever before. However, many organisations are still working on paper or digital spreadsheets and still within the walls of siloed data systems (sets), unable to achieve great performance and take their organisation to the next level. This session will cover technology solutions and key applications that will transform safety programmes for the better, facilitate improved worker communication around EHS related cadences, and build robustness in the safety management system.



Scott Gaddis Vice President, Global Practice Leader - Safety and Health at

Intelex

learn about: New Technologies for Safety.

- Core Safety Applications that build a better Safety Management System.
- Available technologies that will improve worker capability and
- Using data and prescriptive analytics to improve performance, and
- Improve safety performance from your mobile device

11:20 am - 11:40 am

Advancing and Shaping Future Ready EHS Professionals at Siemens

Enhancing the capabilities of our EHS professionals at Siemens is not only essential to ensure they can make an impact in their role, but it is part of the overall strategy at Siemens to ensure that our people remain resilient and relevant in a rapidly changing world of work. Find out how Siemens is driving learning, development and a growth mindset for its 1400+ EHS professionals around the globe. Andresa will take you through the EHS learning journey at Siemens including highlights such as:



Andresa Hernandes Global Vice President - Safety at

Siemens AG

- Future Skills @ EHS
- Health and Safety Virtual Idea Lounge
- Safety Futures Advanced Safety Professional Practice
- Operational Learning & Coaching Network
- Harnessing digital technologies

and more....

11:40 am - 12:00 pm

Finding a way forward for the new view of safety in the energy industry

Human and Organisational Performance (HOP) as a strategic improvement area for Equinor. Three main focus areas:

- Building leadership competence and capability
- Improving processes and methods
- Developing better safety indicators

Our implementation philosophy:

- Not pushing, but creating pull
- Being pragmatic about language
- Working across industries

Kristian Gould Leading Human Factors and Organizational Safety at Equinor

Frequently encountered challenges and some possible solutions

PLENARY PROGRAM DAY 1 - Tuesday

12:00 pm - 12:20 pm TBD



Tjeerd Hendel-Blackford Director of International Sales at Cority

12:20 pm - 13:10 pm

Lunch

13:10 pm - 13:30 pm

Indicators, Culture and Performance - What Really Changes EHS Outcomes?

Are you evolving to meet the complexity of EHS programs, to de-risk operations and equip your employees to manage hazards on the frontline? In this session we will share insights on what **drives EHS outcomes** across the organization and how we have seen companies:

- Move beyond a one-size fits all approach: Do your indicators reflect the different cultures and risk profiles across your organization?
- Harness the data behind monthly incident slides: Do you capture the richness of human performance data to learn from it and improve?
- Get the Board on board: Do your leaders challenge the green indicators, make informed decisions, and engage the workforce?



Philippa Knapp
Director at ERM:
Environmental Resources
Management Consulting

13:30 pm - 13:50 pm

Improving safety with machine learning in GE

EHS Predictive analytics in a new way. State of the art tool developed inside GE Renewable Energy together with the Math Company. A machine learning platform with no human interface with a +90% accuracy rate. The AI filters on free text, translations, root causes and provides a simple heat map in real time. The AI can be used to analyze incoming data, to implement Stop Work on specific tasks done in the field or in a factory setting. The **GE Renewable Vision Safe program**, included the development of our AI tool in early 2021



Vice President EHS Renewable at GE

13:50 pm - 14:10 pm

Safety Differently, the New View and Restorative Just Culture

Sidney Dekker, originator of Safety Differently, is pleased that this way of thinking is going mainstream.

But what about the context?

In this plenary, he will suggest that without also embracing a Restorative Just Culture, your efforts toward the New View or Safety Differently will not be fully rewarded.



Sidney Dekker Professor at Griffith University

DAY 1 - Tuesday

L'Oréal Case Study: From LIFE to Safe@Work-Safe@Home through "the right tool at the right time" 14:10 pm - 14:30 pm

> Malcolm will describe L'Oréal methodical approach to ensuring that the essentials of risk management and a risk searching culture is in place as they drive internationally towards interdependence and beyond. He will describe how their strategic "home grown" approach to risk management, excellence and beyond is adapted to local culture and delivers. Malcolm will present their LIFE program (fatality and serious injury and illness) as well as their innovative and pioneering Safe@Work-Safe@Home initiative which promotes health, safety and wellbeing beyond the gates of L'Oréal and into our families, communities and other companies. Based on his experience in developing and implementing high performance health & safety systems and cultures across several companies, he will also discuss why "buying off the self" is possibly not only a poor easy option when it comes to risk culture development but also could be a waste of time and money in the medium to long term in the search for short term gains. Malcolm is well know for his "Hummingbird Approach" and the application of "the right tool at the right time" to health & safety performance and culture development which is more and more seen as a way to create a sustainable high performing health & safety culture in international organizations.



Malcolm Staves Global Vice President Health & Safety at L'Oréal

14:30 pm - 14:50 pm

TBD

sphera⁻

TBD Sphera

Blitz Sessions - Domeba & RegScan 14:50 pm - 15:00 pm

15:00 pm - 15:40 pm Long Afternoon Coffee and Networking Break, Assorting Workshop Rooms

15:40 pm - 17:40 pm **Breakout Workshops**



Dr Marcin Nazaruk

Dom Cooper

Sidney Dekker

Carsten Busch

Jean-Christophe Le Coze



Mercure Hotel MOA Berlin - Atrium

DAY 2 - Wednesday

7:30 am - 7:50 am 7:50 am - 8:00 am Welcome Coffee and Registration Welcome Address by the Chair

8:00 am - 8:30 am

Safety II Applications in Healthcare: A New Paradigm for Improving Safety

- · Identify ways to operationalize safety II theory into practice
- Discuss the opportunities to evolve the role of safety specialists
- Review tools and templates to operationalize modern safety concepts into every day work
- Provide examples of high-risk clinical scenarios that utilize proactive safety huddles and to improve patient outcomes and enhance psychological safety amongst the healthcare team
- Discuss the impact of simulation on uncovering Error-Likely Situations (ELSs) for complex patients, newly developed processes, and equipment
- Explore proactive safety observations learning from every day work; WAD vs. WAI
- Share application of Appreciative Inquiry in healthcare redesigning the way we communicate and ask questions
- Design metrics to capture outcomes



Jenna Merandi Medication Safety Officer at Nationwide Children's Hospital

8:30 am - 9:00 am

Creating a caring culture through innovation

- Risk and Assurance
- Vision of 'Active Risk' culture
- Be in their 'shoes'
- · ThinkSafe WorkSafe HomeSafe
- Veolia Standards VMR
- COVID safety
- HGV Blind Spots
- Expect Respect campaign
- Streetkind campaign



Chief OHSE, Risk &
Assurance Officer at Veolia
UK

9:00 am - 10:00 am

Panel Discussion: Frontline Safety Leadership

- getting to the point where those who are doing the work feel their immediate boss is authentically committed to their safety and wellbeing
- · directly affecting better utilization of existing HSE system
- building psychological safety and trust
- · creating self-managed teams



Diane Chadwick-Jonesformer Director of Human
Performance at bp



Hans-Peter Neumann former Head of Corporate Governance EHSQ at BASF



Hennie Pouwels
Director EHS at ASML



Marco Workel
Director HSSE at Tata Steel

10:00 am - 10:30 am Morning Coffee and Networking Break

DAY 2 - Wednesday

10:30 am - 10:50 am

How to choose the right EHSQ software

Finding the right EHSQ software solution for your company proves too difficult? This presentation offers an easy guide and valuable tips for your decisionmaking process. You will learn steps from the best way to determine your most important requirements to assessing the value-add that a new EHSQ solution will bring. What does integrated EHSQ system really mean?

What are the benefits of an EHSQ software solution for my occupational health and safety?

Which group of people must be involved in the decision-making process? How do I convince my boss to purchase an EHSQ software? How can a single EHSQ software solution meet different requirements?



Mark Knill
Chief Sales Officer at Quentic

10:50 am - 11:10 am

Structure, Process and Digitization - the foundation of best in class safety excellence programs.

Building world class (safety) behavior programs is dependent on ensuring that the underpinning organization and operating programs are in place before addressing the complexities of behavioral change. Foundational preparation for advanced H&S programs is essential for long term sustainable success.



Anthony Wareham
Global Head Health and
Safety at Philips International

11:10 am - 11:30 am

Let's not turn safety into an ideology

In the current era safety has acquired the status of a foundational value. It is frequently treated as an end in itself. Furedi argues that 'safetyism' can have the perverse effect of making people feel less safe than previously. It also diminishes a company's to respond flexibly to new events. Instead of a one dimensional focus on safety company's should reorient their resources towards the cultivation of trust.



Frank Füredi Professor at University of Kent

11:30 am - 11:50 am

Creating a people care workplace

- Health, Safety & Well-Being in a Life Science environment
- HSE Compliance & standards matter but are not enough
- · Safety is not just a number
- People care workplace = f (People)
- Safety improvement cannot be achieved with a unique toolbox



Head of Corporate HSE at BIOMÉRIEUX

DAY 2 - Wednesday

11:50 am - 12:10 pm

TBD



12:10 pm - 13:00 pm Lunch

Enablon - Wolters Kluwer

13:00 pm - 13:30 pm

Leading People vs. Managing Behavior: Lessons from psychological science to achieve an injury-free workplace

For best practices in environmental health and safety (EHS), it is beneficial to distinguish between safety management and safety leadership—managing behavior vs. leading people. This presentation will reveal 20 evidence-based leadership lessons that can bring the best out of a talented and committed workforce. The practical lessons can be applied today to enrich a culture and improve the quality and the safety of work life, while also increasing the quantity and quality of daily safe production.



E. Scott Geller Alumni Distinguished Professor of Psychology at Virginia Tech

Managers are assigned their position and influence safe productivity by holding people accountable for their behaviors and performance outcomes with positive or negative consequences. On the other hand, any employee can be a leader, including managers, by inspiring others to be self-accountable for EHS and to go beyond the call of duty for human welfare and well-being.

In other words, leaders come from all ranks of an organization and use more than behavioral consequences to empower others to be self-motivated and to actively care for the safety and health of their coworkers. These employees enjoy their work, as do the members of their work team, and they try to do their very best to optimize the EHS of the organization that employs them. They work in an empowering and enriching culture that activates and supports the best qualities of themselves and others.

How can such a work culture be cultivated, nurtured, and sustained? The answer: Self-motivated EHS leadership from everyone in the work culture, as this keynote presentation will explain and illustrate. Relatively few individuals are assigned to manage, but anyone can choose to lead.

13:30 pm - 13:50 pm TBD

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TBD Enhesa

DAY 2 - Wednesday

13:50 pm - 14:20 pm The evolution of health risks for the EHS professional

The pandemic has brought about some fundamental changes in working practices and **health risk management** that will influence companies for the foreseeable future. How should EHS view the evolving health risks that companies now face beyond the immediacy of the COVID pandemic? What tools and insights might be helpful to help guide business leaders, to proactively respond to this evolving health landscape?



Chief Health Officer | Medical Director at International SOS

14:20 pm - 14:30 pm 1% Safer Foundation

TBD1% Safer Foundation

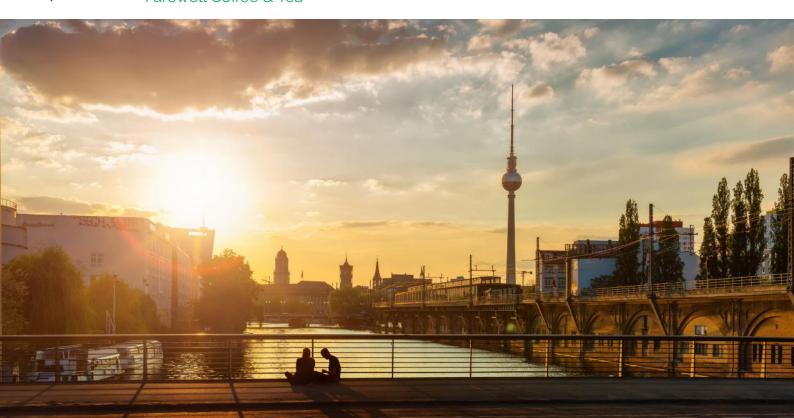
14:30 pm - 14:40 pm Blitz Sessions: Red-on-Line & SHP

14:40 pm - 15:10 pm Afternoon Coffee and Networking Break

15:10 pm - 16:00 pm Roundtables

16:00 pm - 16:10 pm Concluding Remarks by the Chair

16:10 pm - Farewell Coffee & Tea



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13 SEPT 2022, at 15:40pm



Marcin **Nazaruk**

MORRINO

Practical Implementation

of Learning from Normal Work

We will develop a hands-on, bespoke plan for your organisation to:

- 1. RAPIDLY SHIFT THE MINDSET IN YOUR ORGANISATION TO ENABLE PRO-ACTIVE LEARNING
- 2. IDENTIFY TASKS THAT ARE LIKELY TO RESULT IN YOUR NEXT ACCIDENT
- 3. PRIORITISE AND FOCUS YOUR RESOURCES
- 4. FIND AND ADDRESS PRE-CURSORS OF YOUR NEXT REPEAT! SURPRISE ACCIDENT
- 5. SCALE IT UP

YOU WILL GET GET ACCESS TO:

- 1. A list of available resources to support your journey
- 2. Practical examples
- 3. Action plan template
- 4. Industry Guide on Learning from Normal Work
- 5. Learning From Normal Work Rapid Culture Transformation Toolkit.

Complimentary Registration

LIMITED TO 24 SEATS

September 13, 15:40 PM ehscongress.com

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RESTORATIVE JUST CULTURE

You may be familiar with a typical way of thinking about a 'just culture', one whe the line between what is acceptable and not acceptable is clear – which turned out to be anything but clear. Such a just culture is **essentially retributive**. It asks:

- · which rules are broken?
- · how bad is the breach?
- · what should the consequences be?

Such a 'just culture' focuses on a single 'offender', asking what they have done and deserve. But many have found that simplistic guidance about pigeonholing human acts does not help. Research shows that it favors those who already have power and that it reduces the flow of safety information. So many are yearning for a different model of just culture. Restorative justice asks:

- · Who is impacted?
- · What are their needs?
- · Whose obligation is it to meet those needs?

<u>Restorative just cultures</u> are already associated with better learning and safety outcomes, and more trust, engagement and retention. In spite of persistent retributive environments, your organization too can make a commitment to a restorative just culture. Through this workshop, you can:

- Appreciate the limits and perils of retribution in guiding your safety policies and responding to events;
- Trace various practices in your own organization that create 'risk secrecy' by putting downward pressure on openness and honesty (e.g. obsession with LTI's, Zero Harm policy);
- Discuss the advantages of restorative just cultures for reporting, learning and safety improvement;
- · Apply restorative principles to events and practices in your own organization.



MORAL Engagement



EMOTIONAL Healing



REINTEGRATINGPractitioner

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EHS CONGRESS



SAFETY AS A GLANEGE OR AS ITE Workshop

Culture is often defined by motivation, behavior commitment & engagement

If we all decide to contribute our part, and do so, we will start creating a positive safety culture. Sounds like common sense, doesn't it? But is it really?

CULTURE IS ACTUALLY A PROPERTY OF A GROUP OF PEOPLE, NOT INDIVIDUALS



Carsten busch Safety Mythologist and Historian



Complimentary Registration

September 13 - 15:40 PM

DOMINIC

BEGINNING
Individuals look out for themselves, production takes priority over H&S, safety performance not monitored

Workshop

about H&S after accident, safety managed by discipline & fear, generic safety rules and procedures

ERFORMING

rtials in place and working, compliance driven by campaigns, workforce involvement, monitoring only accident statistics

HIGH PERFORMING

Ongoing commitment to HSE is visible, HSE usually takes priority over productivity, workforce productively engaged in improving HSE

EXCELLING

a value, safe production is number one priority, lessons learnt applied on a day-to-day basis, HSE is linked to Business Performance

PRAGMATIC CONSIDERATIONS

time, the rate of recordable workplace injuries is declining, but the rate of serious injuries and fatalities (SIFs) has either flatlined or is increasing. Industry has worked hard to reduce the number of incidents, but many wonder what is being overlooked that is still causing these catastrophic events. Based on field research this workshop promotes a proactive approach to prevention by focusing on the potentials for an injury, and explores the approach from an organisational perspective.

- Discover the principles for a successful SIF process,
- Develop a structure to consistently identify potential SIFs
- Link precursors and exposure categories to underlying safety culture attributes
- Head off problems before they occur

SEPT. 13th
15:40 PM









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Print Name Date Signature

In the name of IFS GROUP LTD., I hereby declare IFS GROUP LTD. will adhere to this contract, T&C and Privacy Policy:

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Signature

Alun Jonel

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