

BeSafe Program

Behaviour Based Safety Program for Construction Site

IFU	01	17.05.2023	M. Frenzel, GCQH	V. Metivier, GCQH	D. Martinez, GCE	
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Attachments:

&AZ W SC 9620.001(EN) "BeSafe Actions Poster"

1 Scope

This document is valid for the Linde Engineering Project Site, namely Boden ASU, for the duration of the project.

2 Purpose

The purpose of this document is to define the elements of the Linde Engineering Behaviour Based Safety Program (hereafter “BeSafe Program”) as it applies to the project construction site.

The BeSafe Program provides a set of complementary best practice solutions, which – when implemented – should result in an improved HSE performance (e.g. a reduction in the number of undesired incidents and an improvement in the desired safe behaviours) and the further development of the Linde Engineering safety culture, especially by:

- unlocking the potential of managers, supervisors and workers to further support the site safety program
- enhanced visible leadership and personal ownership for safety
- increased skills to effectively and professionally address individuals’ behaviours (both by leaders and co-workers)
- clear indication of the progress of the implementation of the HSE programs and systems (lagging vs. leading indicators)
- incentivising and rewarding the desired behaviours whilst appropriately addressing undesired behaviours (“just & fair culture”)

This shall be achieved by the following activities:

- 1) Coaching and leadership training for managers and supervisors
- 2) Continuous BeSafe Leaders' support of managers and supervisors
- 3) Providing clear expectations on how all site personnel shall contribute through different actions
- 4) Tracking of our achievements – rather than tracking our incidents only
- 5) Performance Awards recognising individual and team effort in the implementation of the BeSafe Program
- 6) Promotion and communication regarding the BeSafe Program via posters, newsletters and scheduled events

3 Definitions

For definitions of general terms and abbreviations refer to the "IMS Glossary – General IMS Terms" (&AZ-Q-LT 1001 (EN)).

Further essential definitions of terms used in this document:

Behaviour Based Safety (BBS)	<p>Approach to safety that focuses on workers' behaviour as the cause of most work-related injuries and illnesses.</p> <p>It is based on solid principles about engaging, motivating, assisting, reinforcing, and sustaining safe behaviours</p> <p>It is not a substitute for an already existing comprehensive health and safety programme; it is a supplementary tool that will enhance the effect of already existing practices, and will allow for an objective measurement system</p> <p>It is closely linked to company culture and values and, most importantly, when it works, it is an excellent tool to improve safety performance in the workplace</p> <p>Behaviour Based Safety applies to everyone's behaviour and not just the frontline !</p>
BeSafe Program	Linde Engineering Behaviour Based Safety Program
Safety Culture	<p>The product of individual and group values, attitudes, perceptions, competencies, and patterns of behaviour that determine the commitment to, and the style and proficiency of, an organization's health and safety management. <i>(as per UK Health & Safety Committee definition)</i></p> <p>"The compilation of what all leaders have said and done throughout the history of the organization."</p>

4 Referenced Documents

- "Monthly HSE Report" (&AX W-RA 9601 (EN))
- "Workplace Inspection & LeadSafe Engagement Record" (&AZ W LF 9610 (EN))
- "Toolbox Meeting Record" (&AZ-W-RX 9603 (EN))
- "Safety Walk-Through Record" (&AZ-W-RF 9601 (EN))
- "HSE Checklist & Record for Environmental Inspection" (&AZ W RF 9603 (EN))
- "LeadSafe Engagement Quality Check" (&AZ W LF 9611 (EN))

5 Responsibilities

BeSafe Leaders – are senior managers or team leaders with the opportunity to bear influence in making a positive change in the safety culture of their organisation. BeSafe Leaders combine the skills of a coach with the Linde visible leadership competencies and effectively apply these in the conduct of HSE activities such as workplace inspections, HSE meetings, incident investigations, LeadSafe Engagements. The skills and knowledge of BeSafe Leaders is gained by attending a two day workshop.

Further to this they will be point of contact for a dedicated group of LeadSafe Coaches to support, assist and coach them. This can be achieved within various ways as e.g. scheduling coaching sessions or performing safety dialogues together.

LeadSafe Coaches - are Linde managers and supervisors at construction sites and other personnel who have an interface with relevant processes. LeadSafe Coaches gain similar skills and knowledge to BeSafe Leaders, however, the training pathway is via e-learning. LeadSafe Coaches apply the coaching skills and visible leadership competencies in their daily operations such as, but not limited to, workplace inspections, LeadSafe engagements, HSE meetings, etc.

6 Process

The BeSafe Program consists of the following 6 elements:

- Train and build skills (see chapter 6.1)
- Act (see chapter 6.2)
- Communicate (see chapter 6.3)
- Coach (see chapter 6.4)
- Report and measure (see chapter 6.5)
- Recognize (see chapter 6.6)

BeSafe Logo



6.1 Train and Build Skills

6.1.1 LeadSafe e-Modules

LeadSafe e-Modules are targeted at Managers and Supervisors, also known as LeadSafe coaches. The training has been developed in 6 e-learning modules of 1-hour duration that demonstrates the application of the above competencies with practical safety activities.

MODULE 1: INTRODUCTION

The business case for the implementation of a Behavioural Based Safety Program is explained. The application of coaching in the context of visible leadership and safety is demonstrated using videos and animation.

MODULE 2: FOUNDATIONAL PRINCIPLES OF COACHING

Foundational principles such as co-creating agreements, being aware of human tendencies and filters, asking powerful questions and actively listening is explained in the context of typical day-to-day safety interactions of managers and supervisors.

MODULE 3: UNLEASHING POTENTIAL

This module outlines how we effectively deal with interferences, raise awareness and generate responsibility, provide feedback, give recognition to safe behaviours and properly address unsafe behaviours during HSE activities such as workplace inspections.

MODULE 4: ENGAGING OTHERS

This module introduces the concept of support & challenge, both necessary to create an environment which allows maximum performance. It also demonstrates the importance of emotional & social intelligence in order to improve self-management of human tendencies as well as the awareness of others.

MODULE 5: TEAM PERFORMANCE

The example of a team setting during an incident investigation is used to highlight setting agreements, action planning and holding others accountable as necessary skills to get the most out of the team.

MODULE 6: PERSONAL OWNERSHIP FOR SAFETY & CONSEQUENCE MANAGEMENT

Building on modules 1 to 5, this module summarises the main expectations for managers and supervisors regarding Golden Rule of Safety #1 "Personal Ownership for Safety" and how this can be achieved by adopting a coach like approach. It also provides a guideline how to integrate 'consequence management' in the manager/supervisor role, to address both safe and unsafe behaviour with the objective to effectively (further) improve performance.

6.2 Act

6.2.1 Linde Site Management / Supervisor's Level

6.2.1.1 Actions & Targets for Personal Ownership for Safety

Below is a description of the many opportunities that will be used to demonstrate personal ownership and visible leadership when engaging in BeSafe activities:

LEADSAFE ENGAGEMENTS:

LeadSafe Engagement is the Linde specific term for a safety dialogue, scheduled but also unplanned e.g. when having observed unsafe or safe behaviour during a workplace inspection or even without having made a specific observation, to achieve a sustainable change of behaviours, to reinforce safe behaviours or to ensure that the expected safe behaviours are clearly defined, understood and agreed. They shall be held in accordance with the coaching style developed by participating in the LeadSafe e-Modules.

TOOLBOX TALKS:

A short meeting in a group in order to discuss actual task related hazards and risks and to agree on the necessary controls. Alternatively, general safety topics can be discussed, such as working at height, housekeeping, electrical hazards etc.

REVIEW OF CONTRACTOR'S DAILY RISK ASSESSMENTS:

Daily risk assessments (e.g. STARRT cards, DSTIs, TSTIs, JHAs etc.) are a valuable tool to address the actual hazards, risks and control measures for the upcoming tasks. Regular reviews and subsequent feedback will support the high quality of this task and will minimize the risk of a superficial task execution by addressing every day the same hazards only without addressing specific issues and surrounding circumstances (such as weather, other contractors nearby etc.)

WORKPLACE INSPECTIONS:

Management-led workplace inspections are powerful ways to demonstrate personal ownership and visible leadership by managers and supervisors with the effect that it generates personal responsibility for safety, not only for those conducting the activity but also for those participating in it.

HSE MEETINGS:

Specific HSE related meetings or other meetings where HSE topics are discussed such as HSE committee meetings, contractor coordination and progress meetings as well as HSE team meetings.

LEADSAFE ENGAGEMENT QUALITY CHECKS:

A formal activity performed by an assigned and qualified safety coach, with the objective to continuously improve the quality of conducted LeadSafe Engagement. This will be done through a process of observation and feedback.

INCIDENT INVESTIGATIONS:

Management-led incident investigation meetings are not only a powerful way to demonstrate personal ownership and visible leadership by managers and supervisors. The involvement of responsible managers and supervisors also ensures a high-quality outcome of the investigation.

The BeSafe targets for the project construction site are determined by the project site management team and will be monitored with the "Monthly HSE Report" (&AX W-RA 9601 (EN)) and prominently displayed on the site notice board:

BeSafe Actions	Managers / Supervisors (SM, CM, CMM, CME, SSI, SSV)			HSE Managers / HSE Supervisors (Mgr., SV)		
	Target	Reporting Template	Recording	Target	Reporting Template	Recording
1. HSE Interactions	25m					
1.1 LeadSafe Engagements		&A? W-LF 9610	BeSafe Actions Poster (&A? W SC 9620.001)	27m	&A? W-LF 9610	BeSafe Actions Poster (&A? W SC 9620.001)
1.2 Toolbox Talks (incl. active participation in Contractor Toolbox Talks)		&A? W-RX 9603 (or contractor template)				
1.3 Review of Contractor's daily risk assessments (BeSafe Daily, STARRT cards, JHAs, DSTIs etc.)						
2. HSE Inspections						
2.1 Workplace Inspections		&A? W-LF 9610	20m	&A? W-RF 9601/9603)		
2.2 Management Safety Walks		&A? W-RF 9601		&A? W-RF 9601)		
3. HSE Meetings						
3.1 HSE Committee Meeting	1m (SM, CM, CMM)	MoM	BeSafe Actions Poster (&A? W SC 9620.001)	1m (HSE Mgr.)	MoM	BeSafe Actions Poster (&A? W SC 9620.001)
3.2 Contractor Meeting (incl. HSE)	1w per Contractor (SSI)	MoM		1w per Contractor (HSE Mgr.)	MoM	
3.3 HSE Team Meeting				1w	MoM	
4. LeadSafe Engagement Quality Checks	1m per Manager/Supervisor (to be performed by assigned LeadSafe Coach) – (&AZ W LF 9611)					
5. Incident Investigations						
4.1 Incident Investigation Meetings	Leading incident investigation meeting as per "Incident Owner" assignment		BeSafe Actions Poster (&A? W SC 9620.001)	Supporting the incident investigation		BeSafe Actions Poster (&A? W SC 9620.001)

w: per week

m: per month

SM: Site Manager CM: Construction Manager CMM: Commissioning Manager

CME: Commissioning Engineer SSI: Site Superintendent SSV: Site Supervisor Mgr.: Manager SV: Supervisor

Everyone shall document their completed BeSafe actions on the "BeSafe Actions Poster" (&AZ W SC 9620.001 (EN)) which has to be posted in the Linde site offices (near entry/exit door).

6.2.1.2 Further BeSafe Actions

Following additional activities are also regarded as BeSafe Actions and will be considered in the assessment of the HSE performance. However, no targets have been defined for these activities.

SAFE BEHAVIOUR OBSERVATIONS - are recorded observations of 'catching a worker doing something right'. Coaching skills such as feedback and recognition that raises the worker's awareness and responsibility are effectively deployed to positively change an individual's attitude.

HSE CAMPAIGNS AND COMMUNICATION - site based events, such as poster campaigns, site HSE newsletters etc. that help to promote health, safety and environmental protection.

BEHAVIOUR BASED SAFETY TRAININGS FOR CONTRACTORS - refer to chapter 6.2.2

HSE SITE INCENTIVE PROGRAM EVENTS - refer to chapter 6.2.3

CONTRACTOR HSE INTERACTIONS – typically Toolbox Talks or start-work-meetings

NEAR MISS REPORTING – although this action only can be realised after occurrence of a hazardous event, the desired behaviour is to report it (and then investigate)

6.2.2 Worker's Level ('TellMe')

The Workers' Participation Program 'TellMe' is a project-based initiative to unlock the potential of the workforce to contribute to a safe execution of all activities that aligns with the principles of the BeSafe Program.

6.2.2.1 Purpose and Concept

The main objective is to activate and motivate workers to actively support their team members in terms of health, safety and environmental protection, especially by approaching their colleagues in case of identified at-risk behaviour or unsafe working conditions

The program is based on a briefing on the program purpose and goals, the safety environment created by the leadership team and finally the reward of demonstrated behaviours in line with the program objectives.

The message and the vision of 'TellMe' is that we work toward a culture where it's okay for us to tell someone, and for someone to tell us, something about safety. It's a culture where this type of communication is welcome because we have the mindset that someone is trying to help us, not embarrass or belittle us. It's a culture where we are willing to get out of our comfort zone to approach someone and to have someone approach us. The TellMe program is a step towards the interdependent culture where we work as a team and look out for each other.

6.2.2.2 Elements

The following elements define the requirements for the design of the project specific TellMe program at site.

No.	Mandatory (M) Optional (O)	Module	Description
1	M	Stickers (see Appendix 1)	BeSafe & TellMe sticker
2	M	Posters (see Appendix 2)	BeSafe & TellMe posters
3	M	Briefing of workers about the TellMe program (see 6.2.2.2.1)	Meeting with group of workers, max 20
4	O	TellMe Club (see chapter 6.2.2.2.2)	Let the workers decide to become a member of TellMe club
5	O	Weekly workers safety walks and meeting (see	Documented, guided by Linde HSE, followed

		chapter 6.2.2.2.3)	up by a meeting
6	O	On the spot recognition (see 6.2.3.1 and Appendix 3)	Ticket card system for vouchers, gifts, etc
7	M	Monthly recognition (see 6.2.3.2)	Based on defined criteria with vouchers, gifts and certificates
8	O	Weekly recognition (see 6.2.3.2)	Based on defined criteria with vouchers, gifts and certificates
9	O	Lucky draw (see 6.2.3.3 and Appendix 4)	Sign-off of slot by Linde when meeting defined criteria (6-slot-card and 3 to 6 monthly awards)
10	M	Milestone event - Safety lunches (see 6.2.3.4)	
11	M	Milestone event - Caps and shirts (see 6.2.3.4 and Appendix 5)	

6.2.2.2.1 Briefing

A meeting shall be held by Linde Site and HSE Manager on the program purpose and goals.

6.2.2.2.2 TellMe Club

All workers are invited to formally become a member of the initiative. If agreed, they shall sign a membership certificate (or a white board at site) and formal agreement to actively participate in the program and to support the achievement of its goals. They shall receive a sticker or badge.

6.2.2.2.3 Workers Safety Walks

A group of workers (e.g. elected representatives) shall have a weekly safety walk guided by a representative from the Linde site HSE team followed up by a meeting to discuss the observations and possible improvements. Standard templates for recording of observations and actions shall be used.

6.2.3 HSE Site incentive program

The HSE Site incentive program reinforces safe and responsible behaviour of individuals and teams by recognising and rewarding their effort. A site incentive scheme is coupled with demonstrated safe behaviours. The positive feedback from the recognition motivates individuals and teams in continuing to show the desired behaviours, thereby reducing incidents through prevention. Prolonged periods of zero lost time injuries will also be recognised and rewarded by Linde management with the issue of milestone achievement certificates.

6.2.3.1 On the spot recognition

On the spot recognition will be given by Linde employees to contractors to encourage the safe behaviors e.g. airtime vouchers, vouchers for cool drinks, chips and chocolates etc.

6.2.3.2 Monthly Recognition

Regular worker and/or team recognitions are awarded to individuals or teams for engaging in activities and events that accelerate the progress of the implementation of the BeSafe Program on site. They recognise the effort of individual or teams of workers for their active involvement. Leading individuals or teams are assessed by Site Manager and Site HSE Manager based on a variety of shown safe behaviours such as near miss reporting, addressing unsafe practices to co-workers or management, high level of compliance to site HSE rules etc. Employees are given a token gift of appreciation. They also shall be invited to speak about their demonstrated ownership for safety in front of their fellow colleagues.

6.2.3.3 Lucky Draw

Each worker will be given a card with six open slots which is to be carried with them at all times. If the worker is found to be doing something positive to ensure safety is complied with over and above what is expected, the Linde member who found the worker may sign off on one slot clearly stipulating the date.

Once all slots have been filled up, the worker will be required to place the card in an entry box which will be provided at site to stand a chance of winning a Grand Prize by means of lucky draw every 3 or 6 months.

6.2.3.4 Milestone Events

At pre-defined milestones the site will celebrate the achievements, e.g. by providing a safety lunch or project related gifts such as shirts or caps to the workforce.

In addition, GC will award project sites with certificates for the achievement of pre-determined milestones of a lost time injury free period with certificates (for Linde site team and each contractor for their contribution to the achievement).

The milestones for this project construction site are as follows:

100.000 manhours without a lost time injury

6.3 Communicate

The BeSafe Program shall be visibly promoted and communicated throughout the project sites by way of banners, posters and stickers.

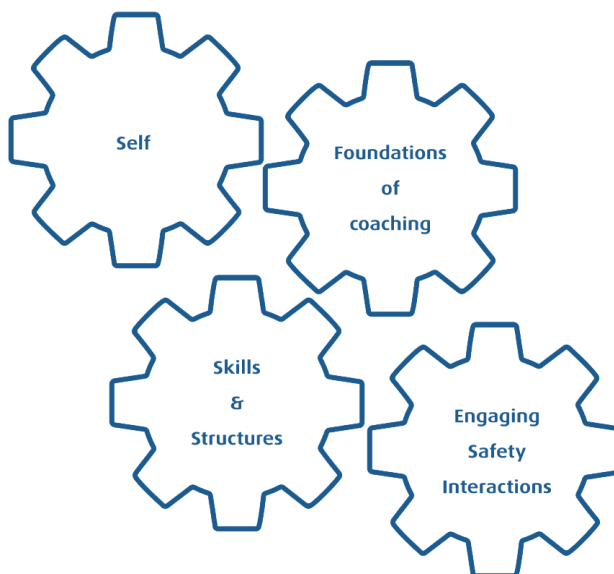
Global Construction HSE will liaise with project sites and identify stories of successful implementation of the BeSafe Program on project sites for inclusion in Linde Newsletters, Intranet, and the Linde Global Magazine.

6.4 Coach

"Coaching is unlocking a person's potential to maximize their own performance. It helps them learn, rather than simply teaching them. It usually results in a sustainable change in behaviour, a shift in mindset and attitude and improves communication all of which creates excellent results." (excerpt from "LeadSafe online training – Module 1")

The LeadSafe online training program introduces the Coaching methodology in the world of safety by providing skills and knowledge in the following areas:

The Map of Coaching



SELF	FOUNDATIONS OF COACHING	SKILLS & STRUCTURES	ENGAGING SAFETY INTERACTIONS
<ul style="list-style-type: none"> • Human Tendencies • Filters • Emotional & Social Intelligence • Non-Judgement • Curiosity 	<ul style="list-style-type: none"> • Co-Creating Agreements • Maximize Potential • Reduce Interferences • Raise Awareness • Generate Responsibility • Grow Self-Belief • Support & Challenge 	<ul style="list-style-type: none"> • Asking Powerful Questions • Active Listening • Feedback • GROW 	<ul style="list-style-type: none"> • LeadSafe Engagements • Workplace Inspections • Toolbox Talks • Safety Trainings • Incident Investigations • Risk Assessments • ...

6.5 Report and Measure

The BeSafe Index (BSI) is a measurement of the implementation of the BeSafe Program, calculated by the number of BeSafe Actions (reference is made to chapters 6.2.1), such as:

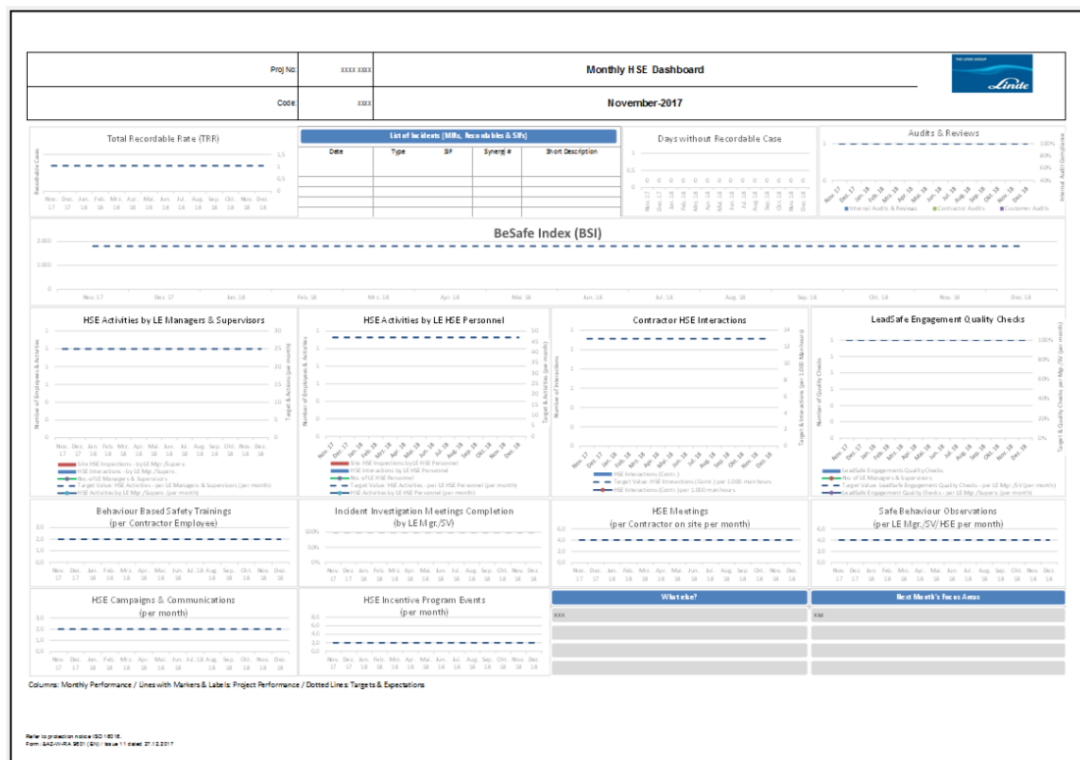
- LeadSafe Engagements
- LeadSafe Engagement Quality Checks
- Toolbox Talks
- Workplace Inspections
- HSE Meetings
- Incident Investigations
- Safe Behaviour Observations
- HSE Campaigns and Communications
- HSE Site Incentive Program Events
- Trainings and Activities related to the Workers' participation program
- Near miss reporting

In addition to these BeSafe Actions the BSI will be calculated based on the following activities:

- number of issued **Linde's Unsafe Acts and Unsafe Conditions (LUCAS) Report**
- number of **HSE Risk Assessments**
- number of participants in **HSE induction training and other technical HSE trainings**
- number of **Emergency Drills**
- close-out of identified **unsafe acts and conditions, audit actions, incident investigation actions**
- number of **Contractor HSE audits**
- **incident investigation completion rate**
- number of implemented **Lessons Learnt from incidents**

The value of each activity is weighted according to its importance (with highest emphasis on the BeSafe Actions) and the BSI is reported on a monthly basis, along with other leading and lagging indicators, by the project sites (refer to &AX-W-RA 9601 "Monthly HSE Report").

An overview of the HSE performance will be provided in the monthly HSE dashboard:



The results of all project construction sites are aggregated by Linde entities as well as by the Linde Global Construction organisation and the BSI is reported to the respective GC Department during monthly meetings. Project sites also include the project HSE Dashboard in bi-monthly project review meetings.

The Linde Entity as well as the global BSI also considers the following additional aspects:

- Participation in BeSafe training programs, e.g. LeadSafe
- Completion rate of annual HSE programs

6.6 Recognize

Global Construction HSE will issue quarterly reports indicating the top 3 Linde construction sites (based on their BSI). Only project construction sites with at least 4 months of site activities will be considered.

The final report will be prepared at the end of each calendar year and the 3 leading Linde construction sites will be assessed in detail to ensure integrity of monthly reports and other factors, such as implementation of best practices not already promoted by the BeSafe Program. The award winner is announced in the first quarter of the following year and representatives from the site will receive the award, presented by Global Construction Management and/or a Linde Engineering Board Member.

6.7 BeSafe Program Budget

The project construction site BeSafe Budget shall contain sufficient resources for the implementation of the BeSafe Program on project sites with provision for the following:

- Participation of Linde managers and supervisors (incl. externals) in the LeadSafe e-Modules, six sessions of one-hour duration
- BeSafe Worker of the month, BeSafe milestone events and award ceremonies
- BeSafe posters, banners, stickers and other merchandise

Contractors shall make provision for the cost of all their employees and their sub-contractors' employees working on site for more than three days, to participate in the Workers' Participation Program related training and activities, namely Tell Me!

The provision of sufficient resources and a budget for projects shall be agreed at Concepts and Planning phase between the GC Lead HSE Manager and the Project (Construction) Manager. The BeSafe Budget for this project construction site is 3.600€.

7 Documentation and Records

This document and relevant records shall be controlled as defined in "Preparation of Internal Documents" (&AZ-Q-PP 1050.060.010 (EN)), "Distribution of Documents" (&AZ-Q-PP 1050.063.010 (EN)) and "Archiving of Documents" (&AZ-Q-PP 1050.066.010 (EN)).

8 Amendments

Amendment recommendations shall be sent in writing to GCH, Global Construction and Commissioning HSE department.

9 Distribution

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Appendix 1: BeSafe & TellMe Stickers (example)



Appendix 2: BeSafe & TellMe Posters



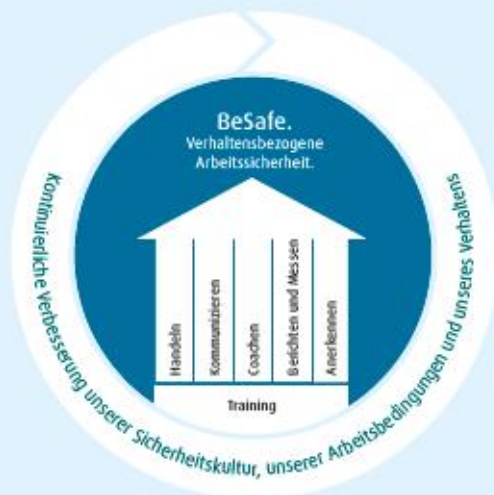
BeSafe.

Ein neuer Ansatz, um sicheres Verhalten zu fördern.

BeSafe ist Linde Engineering's Programm zur verhaltensbezogenen Arbeitssicherheit. Es zielt auf die Förderung sicheren Verhaltens und basiert auf sechs Elementen. Dies sind unter anderem die Anwendung neuer Coaching-Methoden, die Festlegung klarer Anforderungen, die jeder in seinem Arbeitsumfeld umsetzen kann, sowie das Messen unserer Erfolge – und nicht nur unserer Unfälle.

Das Programm unterstützt perfekt die Ziele unserer ersten Goldenen Regel „Persönliche Verantwortung für Sicherheit“.

Sind Sie interessiert? Dann kontaktieren Sie bitte Ihren HSE-Manager, um zu erfahren, was dies für Sie persönlich bedeutet.





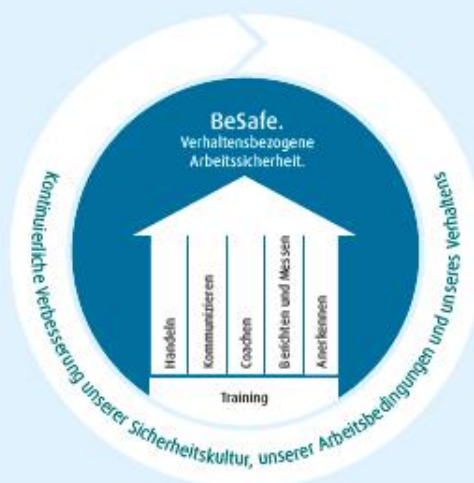
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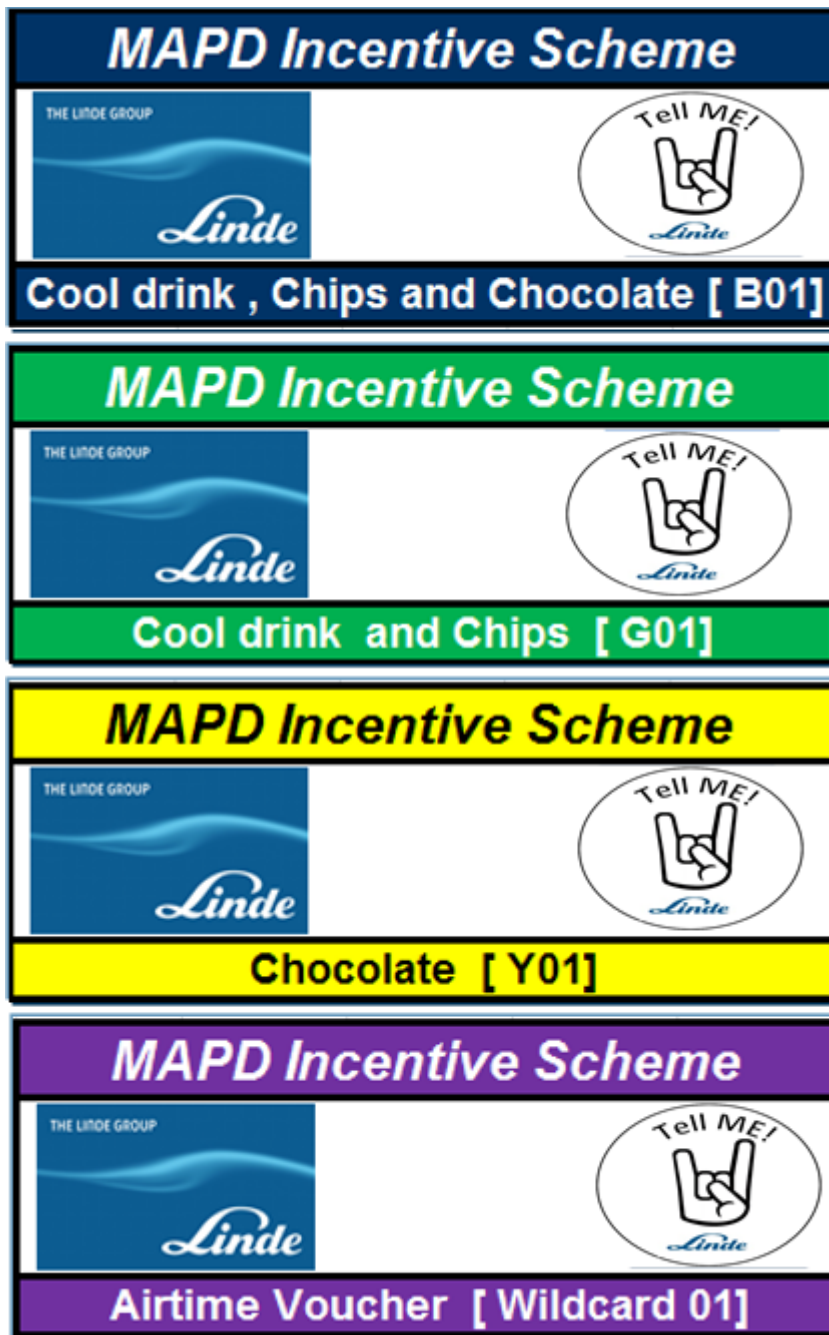
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Appendix 3: On the spot recognition (Examples)



Appendix 4: Lucky draw (6-slot-card)

	Project name : XXXXXX Project number : XXXXXX	
Name & Surname: _____		
Occupation: _____		
Employee Number: _____		
YOU COULD WIN XXXX		
Think then Act Be Proud of Being Safe		
		
Enquire from any Linde employee on how to enter the draw		

Appendix 5: Caps and Shirts

Milestones achievement

