



BUILDING A CULTURE OF SAFETY

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SAFETY IS A
CONTINUING JOURNEY,
NOT A FINAL DESTINATION.

A LITTLE ABOUT JOHNSTONE SUPPLY



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HVAC Equipment Designed Specifically for Manufactured Homes!



IN THE YEAR OF 2004...



“Workers’ Compensation
premiums are too high!” –
CFO

“If I had more \$\$ I could
fix the issue” –VP Ops



ENTER HUMAN RESOURCES...



Goal: Reduce Workers' Compensation Premiums

TACTICS



- Quarterly Steering Committee Meetings
 - Hold DC Managers accountable for their facilities
- Track and Reward Accident-Free Days
 - Employee rewards for each 100 days a facility is accident free
 - Rewards increase in value for each 100-day milestone
 - Reset to zero with an “accident”
- Policies and Processes
 - Accident Investigation
 - Return to Work
- Annual reviews
 - Accident = reduction in total points scored
- Safety Slogan Contest
- Safety Committees – the “Lunch Bunch”



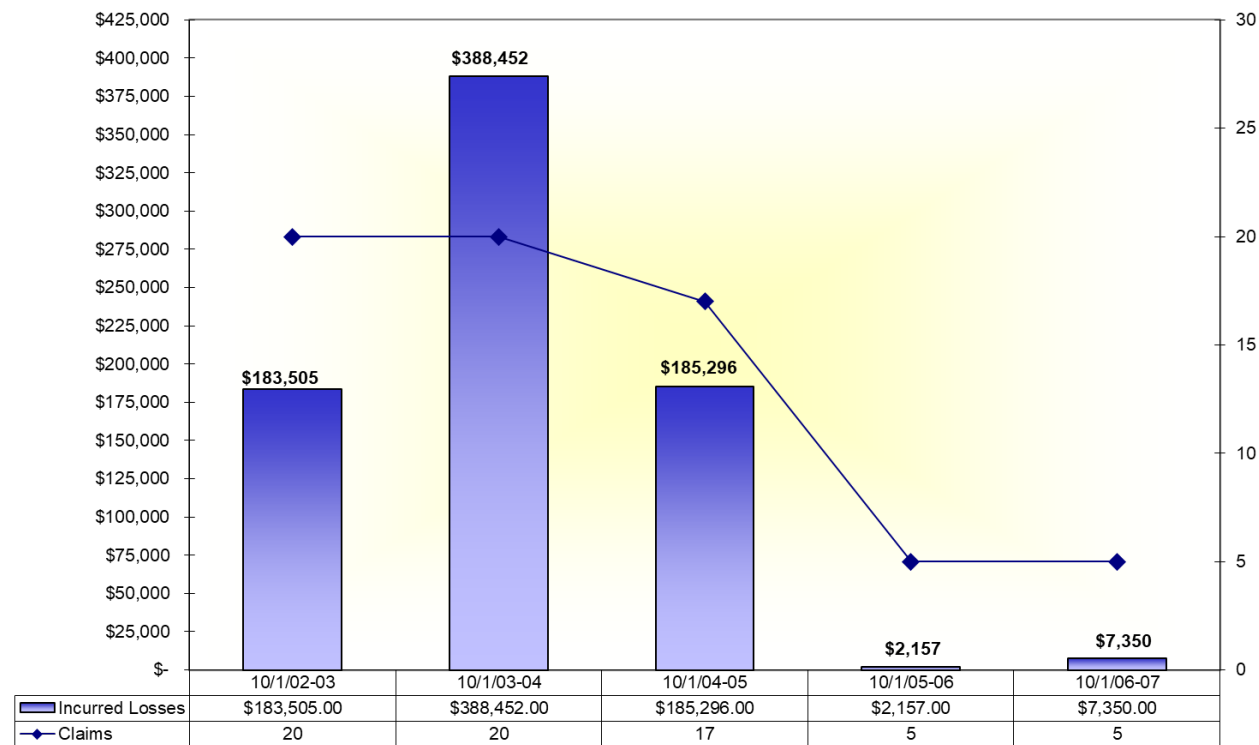
**A Spill,
A Slip,
A Hospital Trip**

IT WAS WORKING!!!



Johnstone Supply, Inc.

Incurred Losses as of 07/31/07



WHAT WAS WORKING?



Successful in creating a culture where:

- Employees and facility managers were accountable for safety.
- Team members were aware of how many accidents the company experienced and how much that cost the company.
- Did it happen if nobody knows about it?

SOMETIME IN 2010...



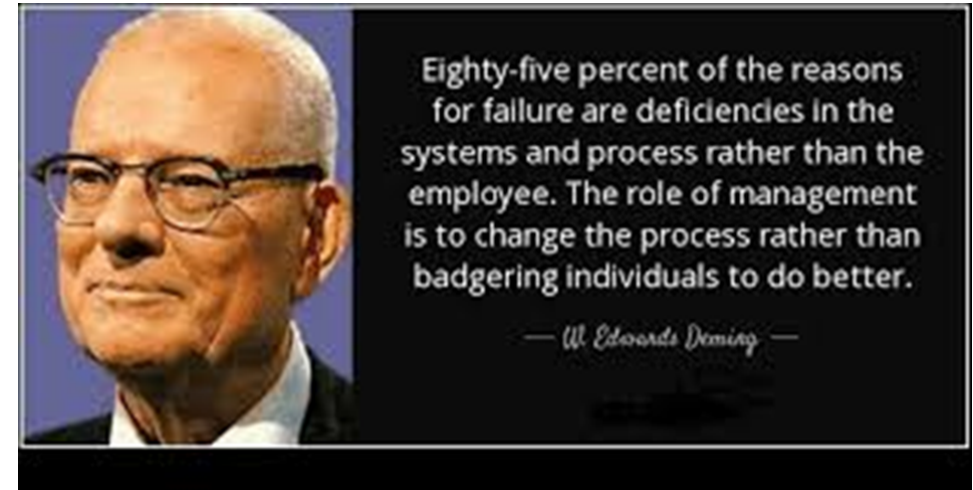
“You’re telling me *what* happened, but not *why* and *how to prevent* these things from happening in the first place.” – New CEO and engineer



SHIFTING THE FOCUS – PEOPLE + SYSTEMS



- Tracking and rewarding accident-free days
- Safety Committee
 - Charter updates – active identification of hazards, trainers, idea generators
 - Rotating membership
- Quarterly meetings
 - Root cause analysis
 - Evaluation of potential preventative measures
- Engineering controls
 - Get the work off the floor – inventory planning systems
 - Retractable blade box cutters
 - More powered equipment to move product
- Annual Reviews
 - Points reduced only for violations of safety policies



MORE RECENT TIMES – SAFETY EMBEDDED IN COMPANY VALUES



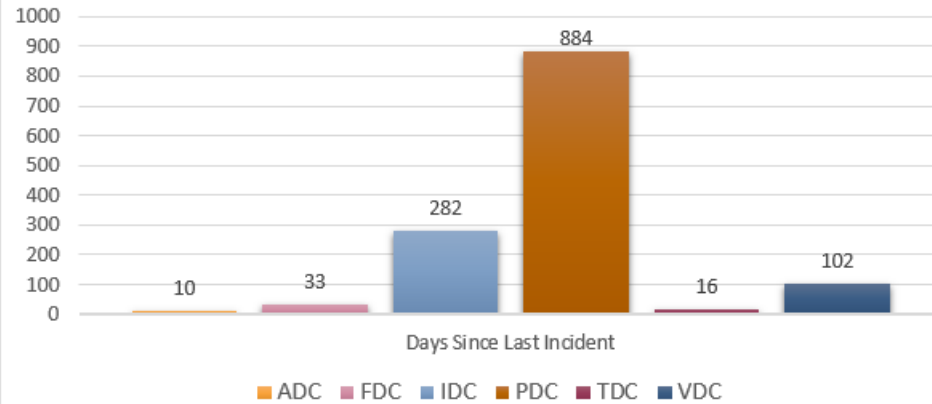
“Our goal is that team members leave work in the same or better condition in which they arrive.” – John Tisera, CEO



EXAMPLE: INNOVATE

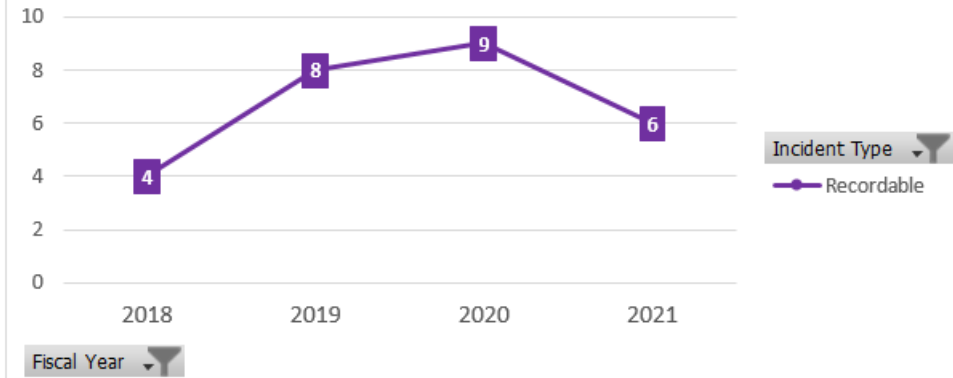


Days Since Last OSHA-Recordable Incident

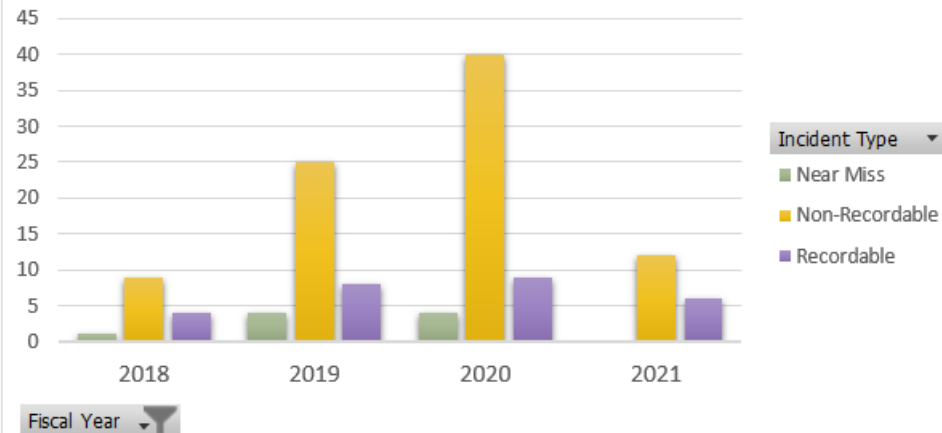


Count of Incident Type

Annual Ttl Recordable Incidents

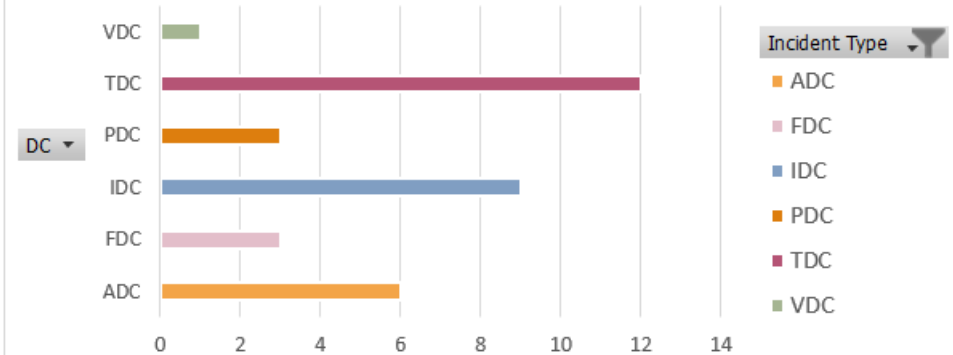


Count of Incident Type



Count of Incident Type

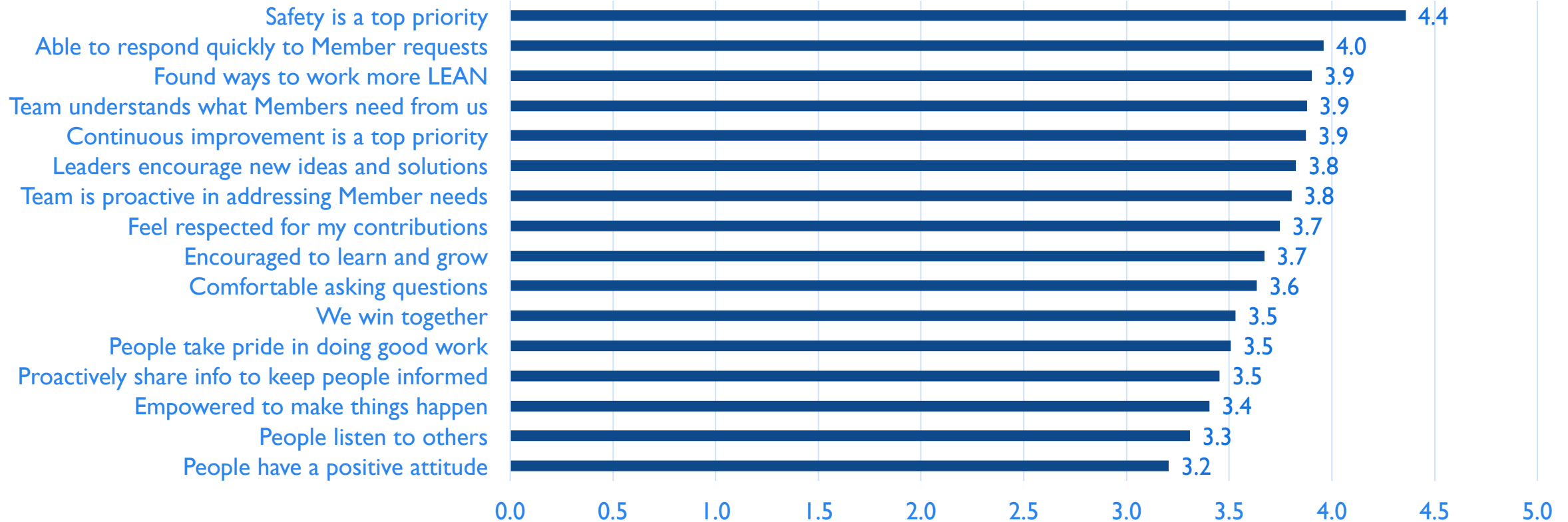
2018-2021 YTD Recordable Incidents



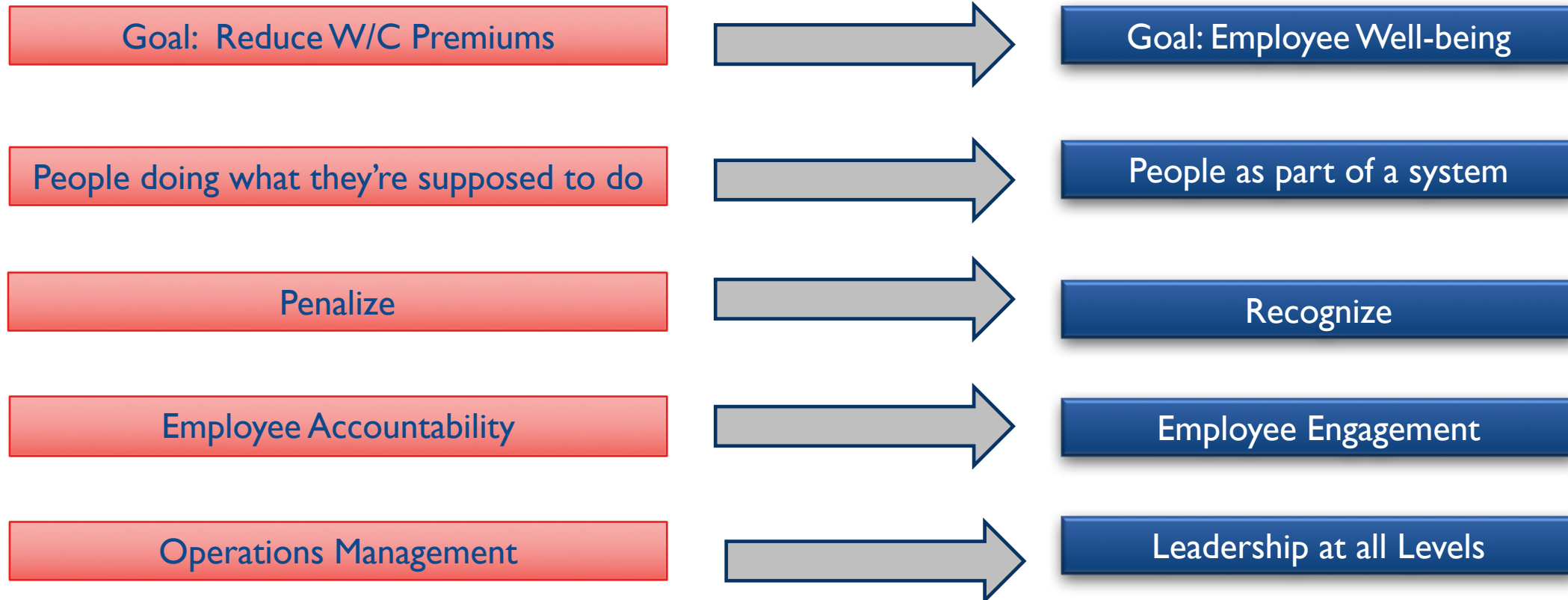
2019 EMPLOYEE SURVEY - VALUES



Values



CULTURAL SHIFTS ON THE JOURNEY



CRISIS AS A TEST OF CULTURE



THE JOURNEY CONTINUES – KEY FOCUS AREAS TODAY



- Training
 - Onboarding new employees
 - Continuous best practice implementation
- Total Employee Well-being
 - Integrating various programs

