

THE TRANSFORMATIVE JOURNEY TOWARDS A JUST CULTURE

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Agbar in figures



**ECONOMIC VALUE
CREATED**

3.036M €
generated



154

**YEARS OF
HISTORY**



16.144

PROFESSIONALS



37,3M

**PEOPLE
SERVED**



1.244

**INDUSTRIAL
CLIENTS IN
ENVIRONMENTAL
SERVICES**



1.200

**TOWNS
SERVED**

AGBAR IN THE WORLD





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THE R-EVOLUTION. RECONSIDERING BELIEFS



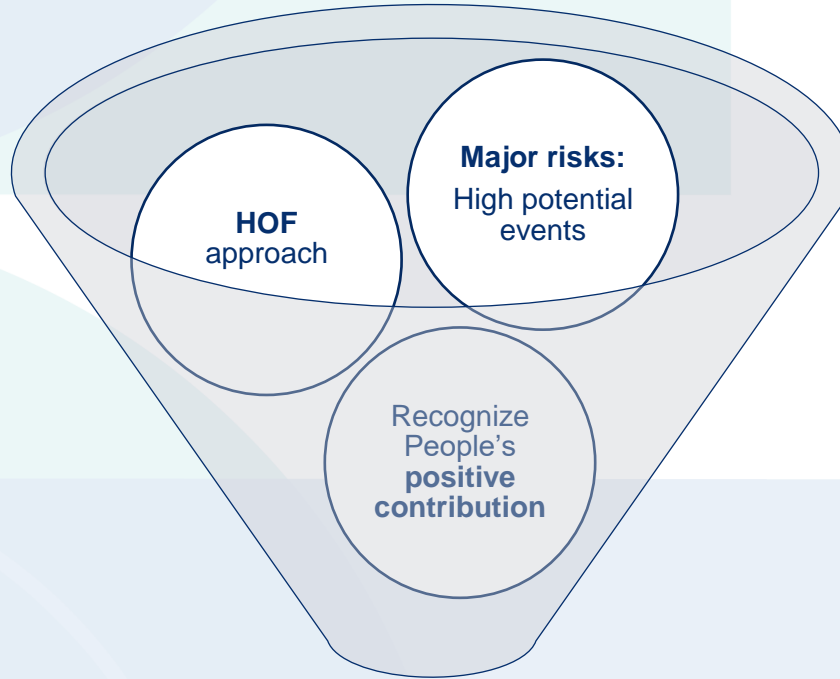
Low Frequency rates

Robust Management Systems

Mistakes/Rule violations:
Behavioural Change Programs



2015: RETHINKING OUR SAFETY STRATEGY



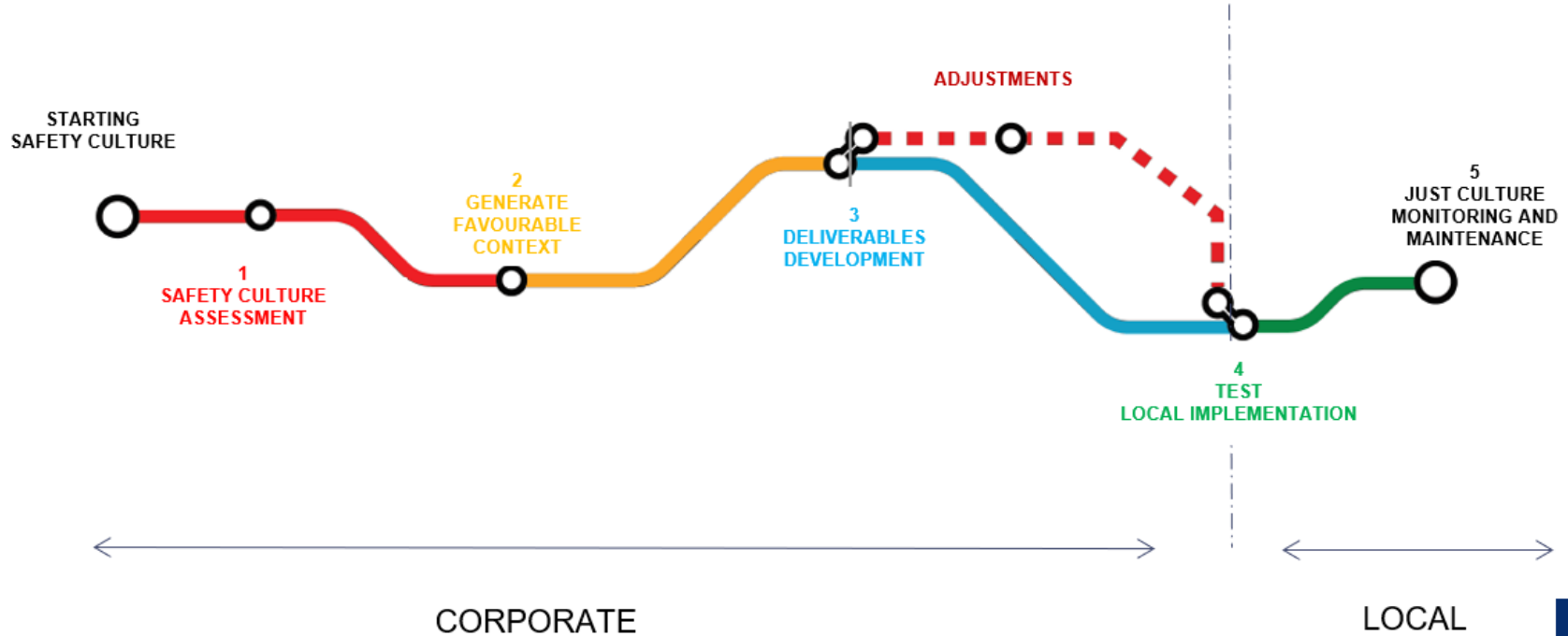
Organizational Learning

Human, Environmental, Process serious damage

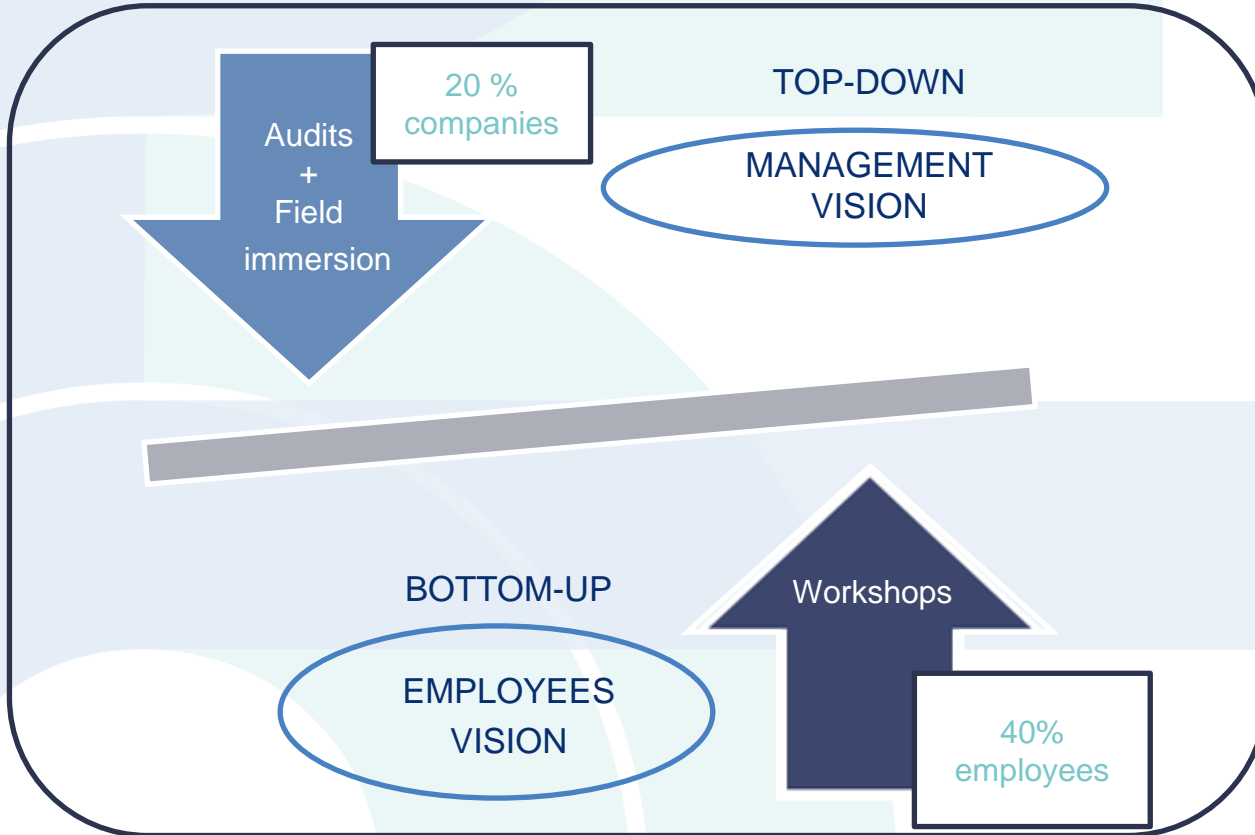
Our journey towards a Just Culture



5 STOPS JOURNEY TO ACHIEVE A JUST CULTURE



FIRST STOP: OUR SAFETY CULTURE ASSESSMENT



5-YEAR PROGRAM

3 AXES

- **Policy**
- **Reporting processes & systems**
- **Investigation method: HOF approach**



SECOND STOP: GENERATE FAVOURABLE CONTEXT

TRAIN THE BOARD AND KEY PROFILES

Speak the same language

Specific programs (2 days, 1 day or 6 hours)

MULTIDISCIPLINARY CORPORATE PROJECT TEAM TO SHAPE THE PROJECT

Component's profile: HR, Social Agents, Operations, H&S

Involved at the same level

Resources, long-term project



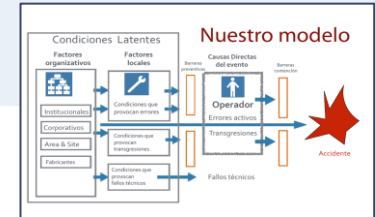
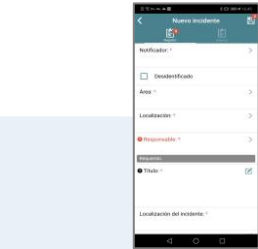
THIRD STOP: THE HEART OF THE PROGRAM. DELIVERABLES. DEFINITION AND DEPLOYMENT



Define Just Culture Policy: Sanction / recognition guide / Accountability

HIPO Definition (high potential events)
Reconsider reporting processes & systems. Confidentiality

Investigation method (systemic approach based on James Reason's Swiss Cheese Model)

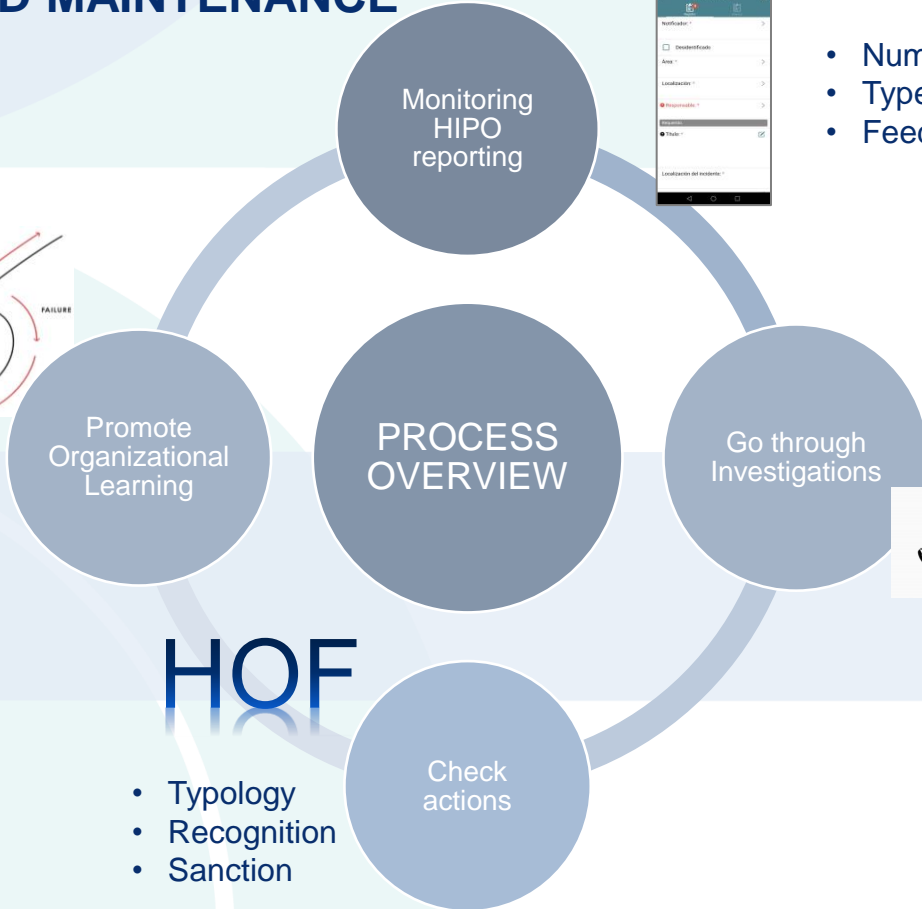
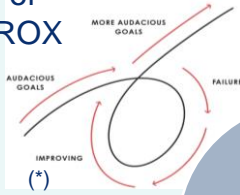


FOURTH STOP: PROCESS TO LOCAL IMPLEMENTATION. TEST AND ADJUSTMENTS



FIFTH STOP: JUST CULTURE CONSOLIDATION. MONITORING AND MAINTENANCE

- Number of shared ROX



- Number
- Type
- Feedback

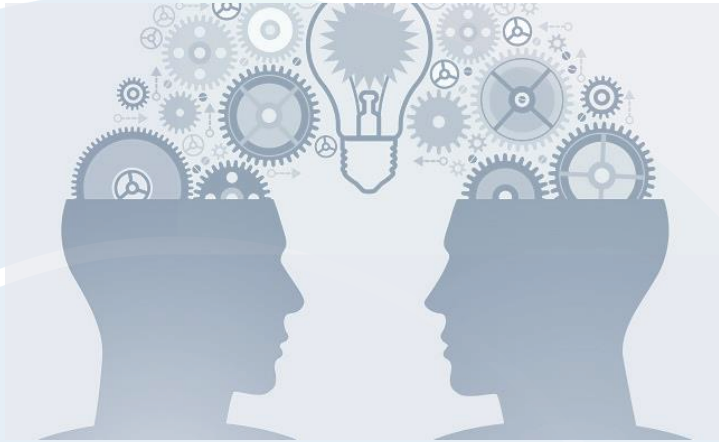


- Team components
- Rigour
- Impartiality

- Typology
- Recognition
- Sanction

(*) Principles for success.
Ray Dalio

RELEVANT LEARNINGS



- Constant Board commitment
- Resources
- Multidisciplinary project team
- Unions role
- Who is going to participate in:
 - Investigation team
 - Sanction – Recognition
 - Process overview
- Fragility of trust: beware inconsistency



TRANSFORMING YOUR SAFETY CULTURE INTO A JUST CULTURE IS A VALUABLE INVESTMENT



IT IS TIME TO PUT PEOPLE AT THE
CENTER

IT IS TIME FOR COOPERATION

IT IS TIME FOR JUST CULTURE





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