



WHEN TRUST MATTERS

Wavin Eskilstuna

Report ISRS 8 level 6 Surveillance audit

Audit team: Hans Snoeren

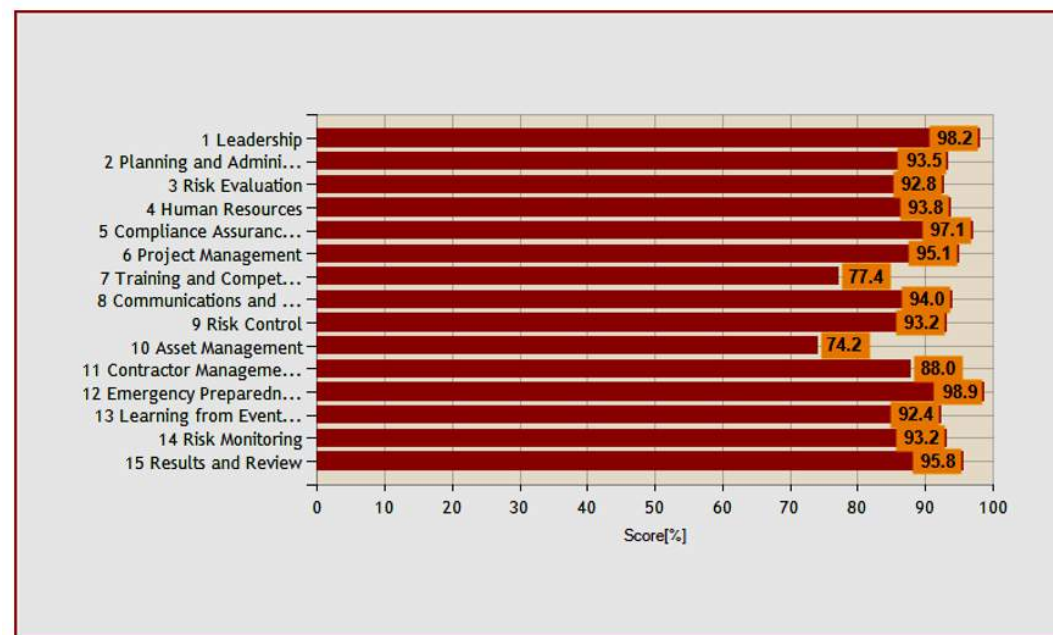
Date: 29, 30 April and 1 May



Introduction

- DNV has performed a ISRS surveillance assessment at the production site of Wavin Eskilstuna
- Scope of the assessment is H&S (Health & Safety) using ISRS version 8 level 6
- An assessment was done by DNV consisting of interviews on chosen elements, and a PCT (Physical condition tour)
- The assessment was done by Hans Snoeren (DNV) lead assesso
- This document is also the full report for this assessment

ISRS Scores from 2022 Maintenance Assessment



ISRS 8 Elements



Audit program (this is a Surveillance audit program)

29/04/24			30/04/24			01/May/24		
	Assessor 1	Champions		Assessor 1	Champions		Assessor 1	Champions
08:30			08:30			08:30		
09:00	Introduction		09:00		HETI	09:00		
09:30		KRSA	09:30	Process 4 Human Resources		09:30		ANLU
10:00			10:00			10:00		
10:30	Process 1 Leadership		10:30			10:30	PCT tour	
11:00			11:00			11:00		
11:30			11:30	Process 11 Contractor management and Purchasing	JOE	11:30		
12:00			12:00			12:00		
12:30			12:30			12:30		
13:00			13:00			13:00		
13:30			13:30			13:30		
14:00		KRSA	14:00	Process 12 Emergency preparedness	ANLU	14:00	Reporting	
14:30	Process 2 Planning and Administration		14:30			14:30		
15:00			15:00			15:00		
15:30			15:30			15:30		TEAMS meeting later
16:00			16:00			16:00	Closing session	
16:30	Reporting		16:30	Process 6 Project management	CHNI	16:30		
17:00			17:00			17:00		
17:30			17:30			19:00		

1 Leadership



Noteworthy efforts

- There is a change of lagging kpi's such as TRI and LTI, to leading KPI's - O&D and risk analysis
- More incidents were reported but the lack of resources during implementation of the new lines was the main cause of the increased incidents.
- Resources are a challenge, but good initiatives are taken such as looking for internships. Communication with schools is started.
- They benchmark against the industry best. Seen report 2022, the edition of 2023 is not available at the moment.
- The document Stakeholder Mapping follows the structure of the ISO management systems
- Social report is done by the Netherlands and is based on the activities of the whole organization. The report is based on the Science based initiative
- at least once a week the manager performance an O&D. Seen overview O&D's of last week. 4 O&D's are performed. Different focus areas are identified what they want to observe.
- Six times a year a specialist in Environment performs a more thorough look at the facility if they are in line with the risk analysis
- Manager is participating in incident investigations

1 Leadership

Recommendations

- Try to implement more leading kpi's regarding health
- Mention the employees who participate in the incident investigation



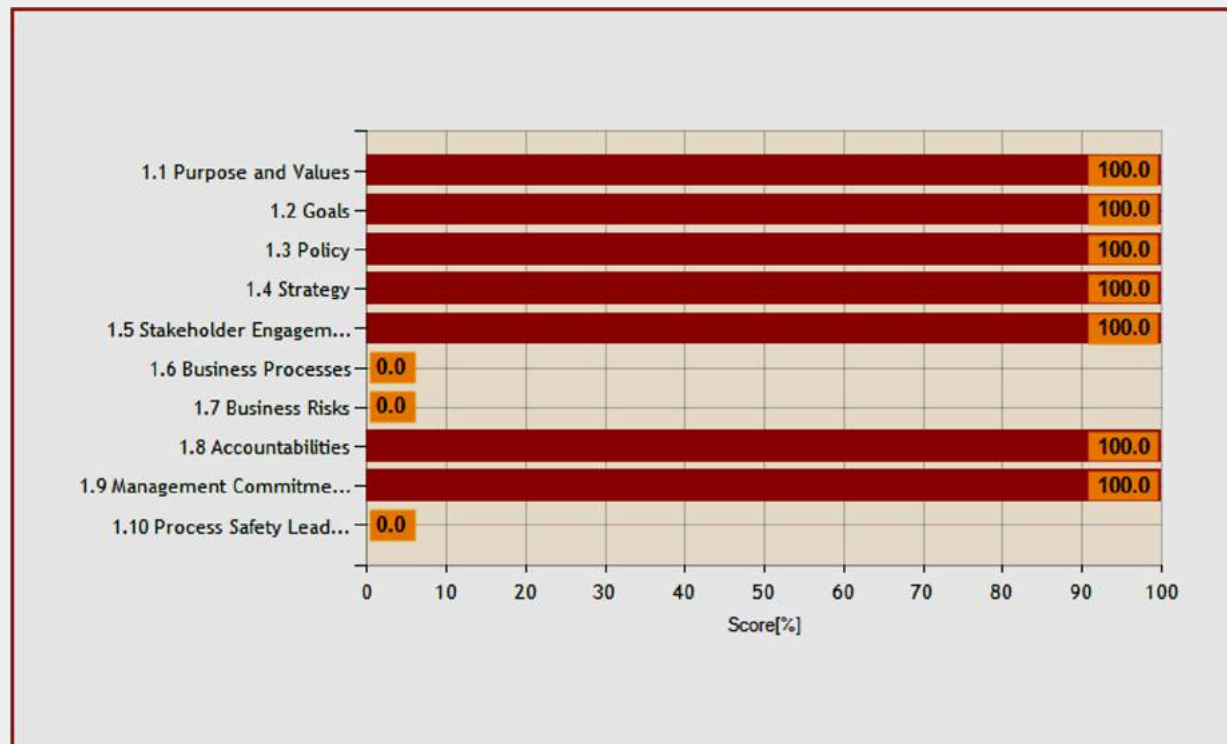
1 Leadership

Result 2021: 98,2% 2024: 100%

	Sub-Process	Possible Points	Points Available	Points Awarded	Score (%)
1.1	Purpose and Values	45	45	45	100.0
1.2	Goals	80	80	80	100.0
1.3	Policy	53	50	50	100.0
1.4	Strategy	94	94	94	100.0
1.5	Stakeholder Engagement	75	75	75	100.0
1.8	Accountabilities	99	99	99	100.0
1.9	Management Commitment	176	176	176	100.0
Total:		622	619	619	100.0

1 Leadership

Result 2021: 98,2% 2024: 100%



2 Planning and Administration



Noteworthy efforts

- Discussed the business planning and the several meetings like the sales and operation meetings, shift hand over meeting, daily meeting, weekly meetings and the S&OP meeting
- Seen the schedule adherence where they follow the deviations and actions.
- Meetings with work council 6x per year also regarding on safety. Seen minutes of 2024-02-21
- Regulatory changes are communicated in the safety meetings. The external advisor is used for the compliance to the changes in the legislation
- Action tracking is done true the Taks System. Overdue actions are identified and automatically emails are generated and send to the responsible persons. Task system is not machine related. For the moment there is a paper-based system for monitoring actions machine related. They are moving towards agility.
- Every 3 months there is an evaluation of the actions. Performed by the responsible person
- Discussed the overview in QA/CSR_Handbook and the controlled documents
- A new system QT9 is implemented, positive is the learning/training part and that they could verify if the operator understood what he/she read.
- PCT checklist are available

2 Planning and Administration



Recommendations

- The follow up part is lacking regarding the task list register
- Consider doing the evaluation with all people responsible to the task system so there is also harmonization.
- Possible risk of the new TQ9 system is that operators do not find easy the information and that they probably will print items or the scenario that they do not look anymore but work on experience.

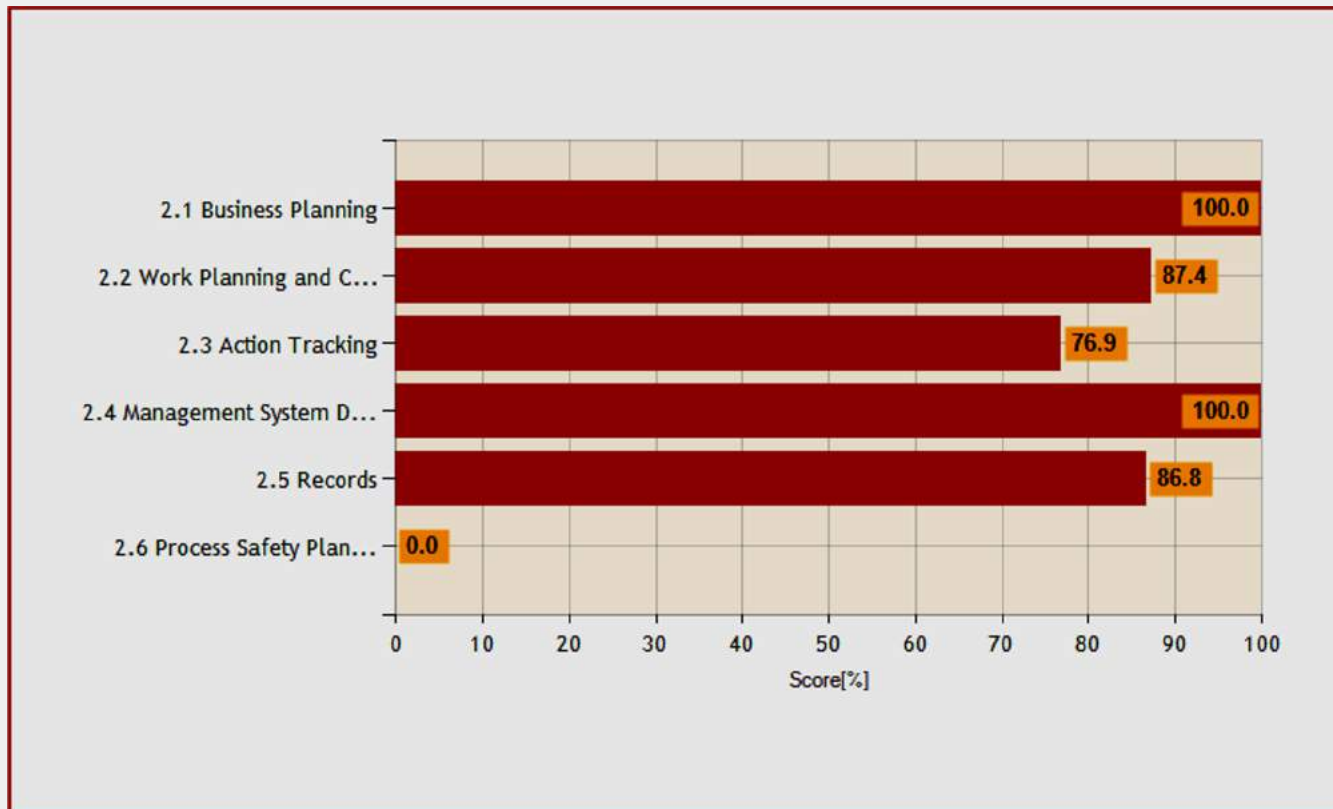
2 Planning and Administration

Result 2021: 93,5% 2024: 90,7%

	Sub-Process	Possible Points	Points Available	Points Awarded	Score (%)
2.1	Business Planning	131	131	131	100.0
2.2	Work Planning and Control	95	95	83	87.4
2.3	Action Tracking	78	78	60	76.9
2.4	Management System Documentation	50	46	46	100.0
2.5	Records	68	68	59	86.8
	Total:	422	418	379	90.7

2 Planning and Administration

Result 2021: 93,5% 2024: 90,7%



4 Human Resources



Noteworthy efforts

- Discussed Individual Performance evaluation and recognition. Also, the use of Orbia Pulse Platform.
- Competency is also part of performance evaluation since last year. All employees have at least the same 4 competencies, embrace vision & direction, drive results, develop yourself, foster collaboration & inclusion
- Manager roles are done with the talent acquisition team. Roles beneath management are done by the local teams
- For most jobs/roles job descriptions are available.
- For the selection procedure sometimes a personality test is performed
- Also, a practical assessment of competence can be used as part of the selection process. E.g. electrician, practical assessment based on a current problem.
- Mini job fare arranged for the people leaving the organization
- In case of misbehavior manager must document it and address this to the employee. But this situation occurs seldom
- A process is in place to support employees who are less able

4 Human Resources



Recommendations

- Now it is knowledge and experience. Due to the new feature in Pulse consider determining the competences in the roll description
- A point of concern is to keep updating job/roll descriptions
- Consider to cross check the validity of claimed qualifications and licenses and claimed employment history, or perform a supplier audit at the office of the recruiter

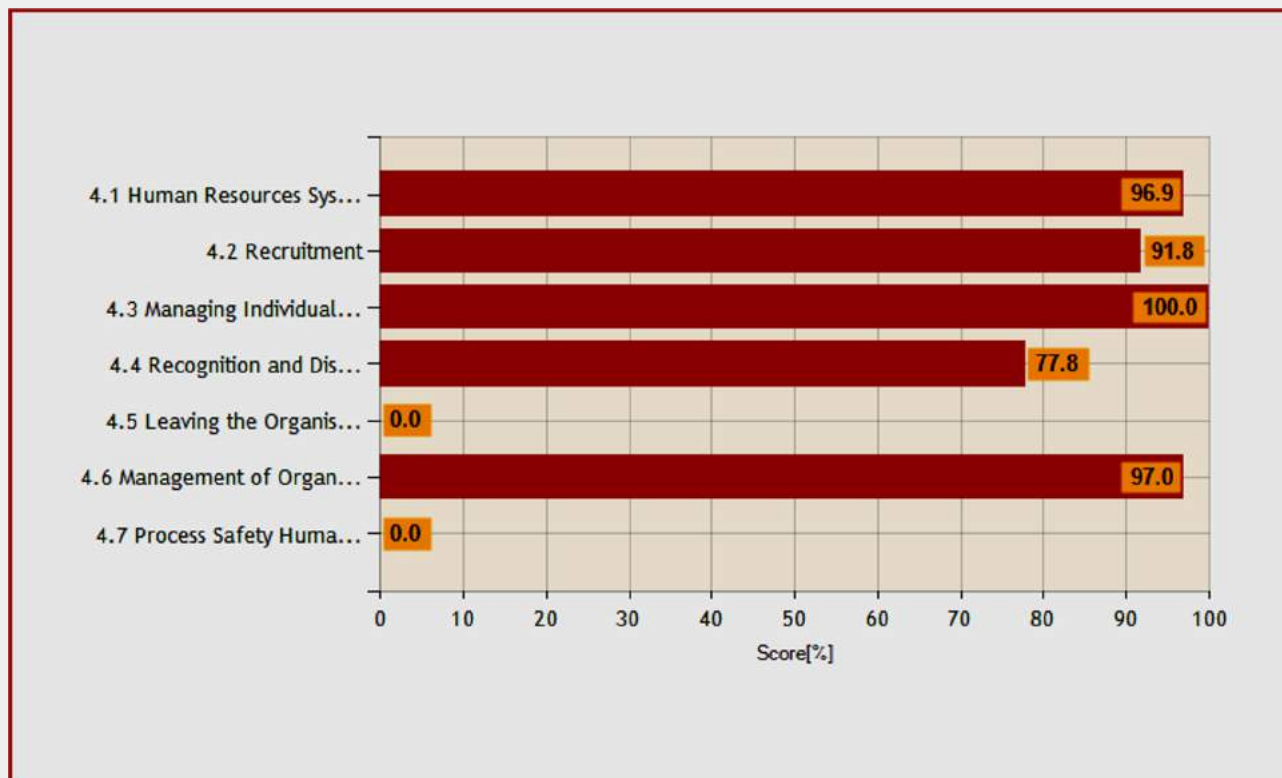
4 Human Resources

Result 2021: 93,8% 2024: 94,9%

Sub-Process		Possible Points	Points Available	Points Awarded	Score (%)
4.1	Human Resources System	198	195	189	96.9
4.2	Recruitment	61	61	56	91.8
4.3	Managing Individual Performance	71	71	71	100.0
4.4	Recognition and Discipline	45	45	35	77.8
4.6	Management of Organisational Change	99	99	96	97.0
Total:		474	471	447	94.9

4 Human Resources

Result 2021: 93,8% 2024: 94,9%



6 Project management



Noteworthy efforts

- Projects are mainly CAPEX projects
- For the structure the DMAIC structure is used.
- Seen projects Electricity at 101 and socketing machine 7501 and project charter 7505 Wafix PP
- Seen design phase for project ML-9011. Went to Poland to learn how they did it. Seen presentation schredder & Granulator for team Eskilstuna. A major improvement is made regarding noise reduction, from 130 dB to 94 dB so a workable situation is created.
- Milestones are in place
- Cross functional teams are involved so all topics can be addressed.
- Lessons learned; the solution of 7505 was also installed on 105 and 9011

6 Project management



Recommendations

- SOP of MoC can be improved
- Consider combining the SIPOC more in the project process
- Consider storing all project related documents in one place in SharePoint
- consider recording the progress of the several project steps.
- In QT9 a project module is available, try to start a pilot with a project in this system

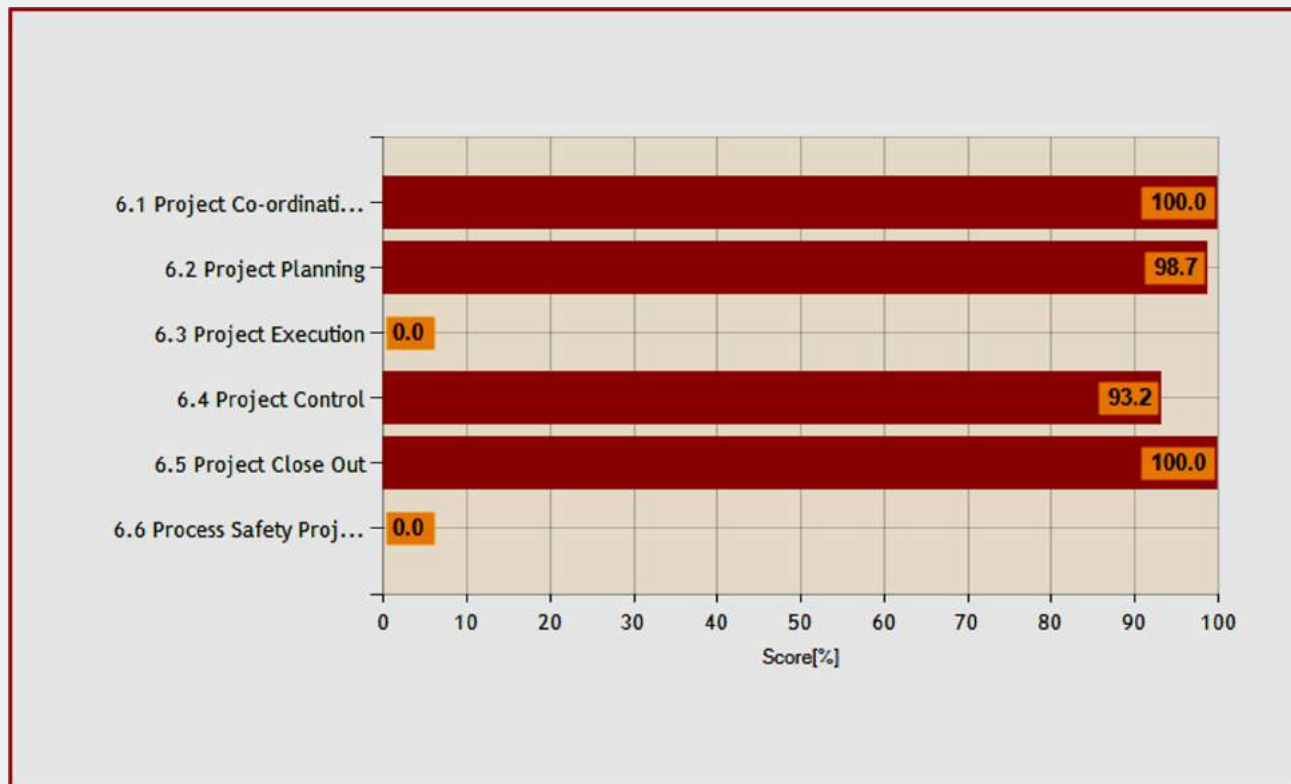
6 Project Management

Result 2021: 95,1% 2024: 97,8%

Sub-Process		Possible Points	Points Available	Points Awarded	Score (%)
6.1	Project Co-ordination	50	50	50	100.0
6.2	Project Planning	158	158	156	98.7
6.4	Project Control	74	74	69	93.2
6.5	Project Close Out	41	41	41	100.0
Total:		323	323	316	97.8

6 Project Management

Result 2021: 95,1% 2024: 97,8%



11 Contractor management and Purchasing



Noteworthy efforts

- Tender process discussed for the several types of contractors.
- Competence requirements are checked for the contractors when it is related to driving a fork lift truck or working on height
- Logistics is a very structured process
- Pictures are taken of every load/shipment
- Criteria of PPE is determined and PPE's are done by shiftleaders
- Supply chain discussed. Stock is measured in days. They want to reduce stock days
- For raw materials they buy on a forecast model of 14 days
- Report forecast accuracy is als monitored
- A sub-contracting process is in place. External suppliers are used to assembly the products
- Critical supplies are determined, and A articles should always be on stock.
- Suppliers are required to provide relevant safety and environmental information for machinery and equipment and is used as input for the Machine Risk inventory.
- A system is in place to ensure the disposal of waste in accordance with company and regulatory requirements

11 Contractor management and Purchasing



Recommendations

- Closer contact with the suppliers and know what they are focusing on. Following up on suppliers.

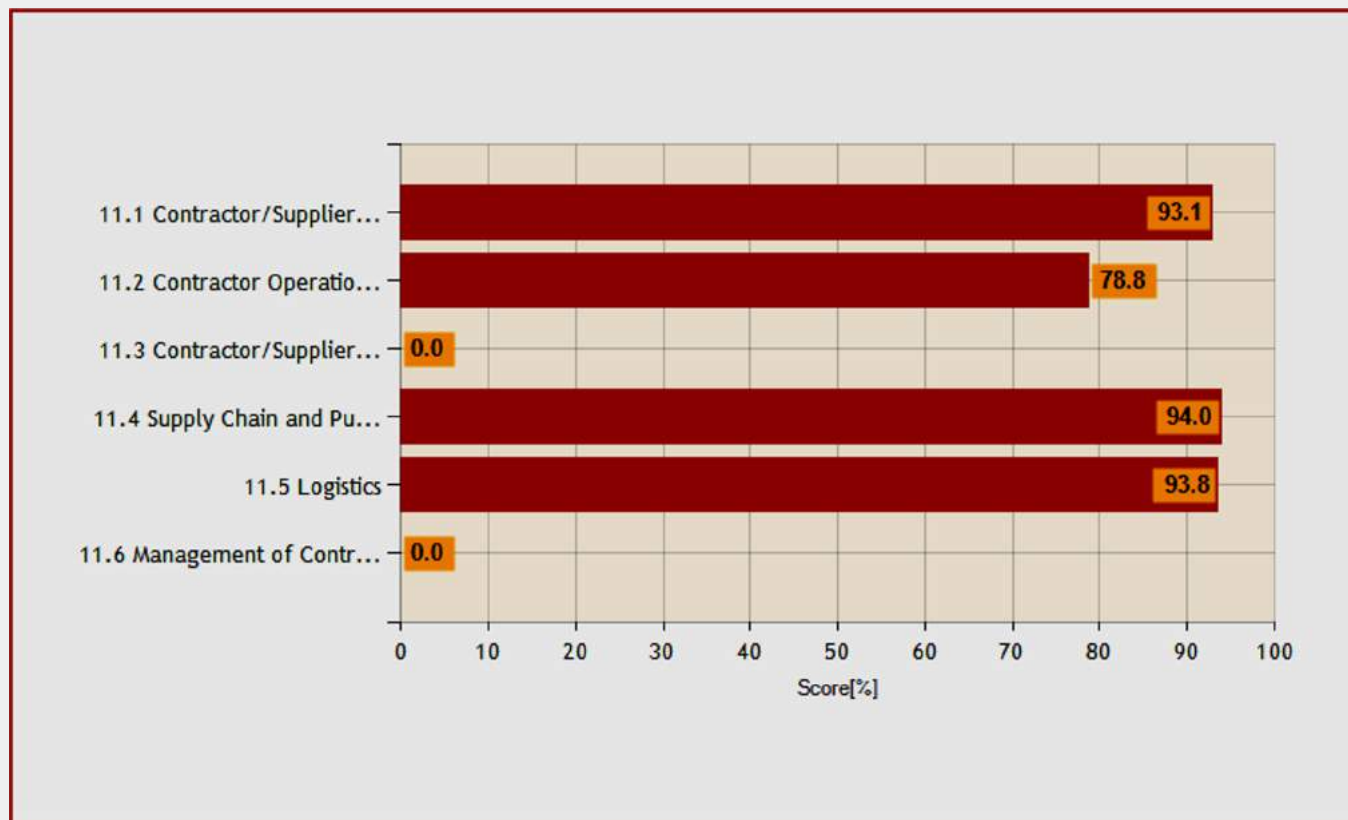
11 Contractor management and Purchasing

Result 2021: 88,0% 2024: 89,2%

Sub-Process		Possible Points	Points Available	Points Awarded	Score (%)
11.1	Contractor/Supplier Selection	144	144	134	93.1
11.2	Contractor Operations	165	151	119	78.8
11.4	Supply Chain and Purchasing	166	166	156	94.0
11.5	Logistics	54	48	45	93.8
Total:		529	509	454	89.2

11 Contractor management and Purchasing

Result 2021: 88,0% 2024: 89,2%



12 Emergency Preparedness



Noteworthy efforts

- Drills are performed in the office in March
- Drills in the factory are performed as a desk top study during a hand over meeting
- when a reel incident occurs try to make an evaluation report of the process of the first aiders.
- All employees have access to first aid supplies.
- Harnesses are available for rescuing on height. Two employees trained on rescuing on height
- Every shift has two first aiders, even during holidays.
- Emergency plans identified multiple scenarios. Plans will be updated to QT9

12 Emergency Preparedness



Recommendations

- Consider to re-instruct the training (rescuing on height) on a frequency like the first aiders.
- consider to train all employees who work at height to give that training
- Competence matrix regarding first aiders is or not in line with the reality due to missing information.

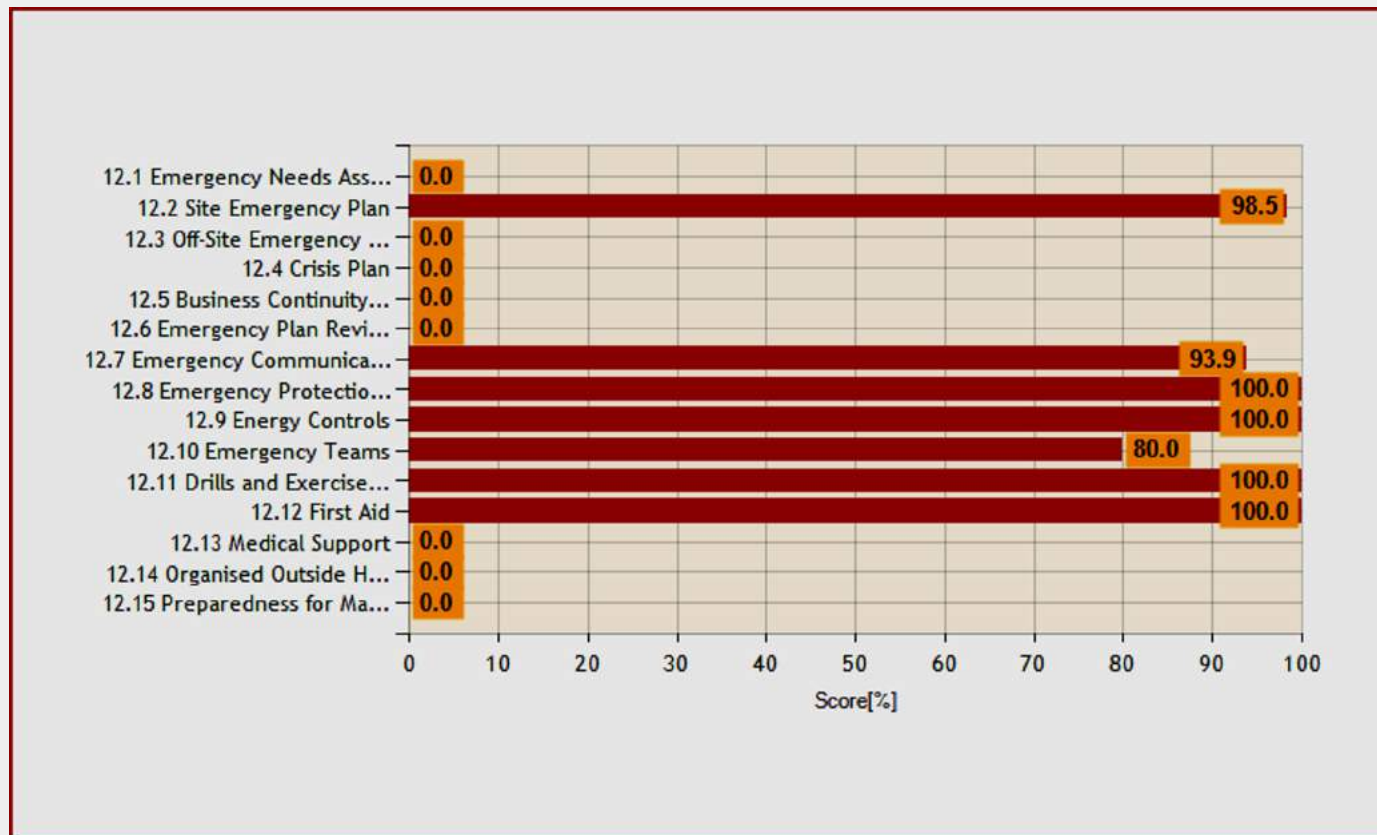
12 Emergency Preparedness

Result 2022: 98,9% 2024: 97,1%

	Sub-Process	Possible Points	Points Available	Points Awarded	Score (%)
12.2	Site Emergency Plan	131	131	129	98.5
12.7	Emergency Communications	49	49	46	93.9
12.8	Emergency Protection Systems	42	42	42	100.0
12.9	Energy Controls	50	50	50	100.0
12.10	Emergency Teams	40	40	32	80.0
12.11	Drills and Exercises	45	45	45	100.0
12.12	First Aid	90	90	90	100.0
Total:		447	447	434	97.1

12 Emergency Preparedness

Result 2022: 98,9% 2024: 97,1%



Physical conditions tour

Areas of concern:

- Cleaning area
- Maintenance department

Follow up on 2022 issues:

- Line 7501; 6S marking still not in place
- Other items were taken care of.

- **SCORE. 76,5 %**



Physical conditions tour

Communication

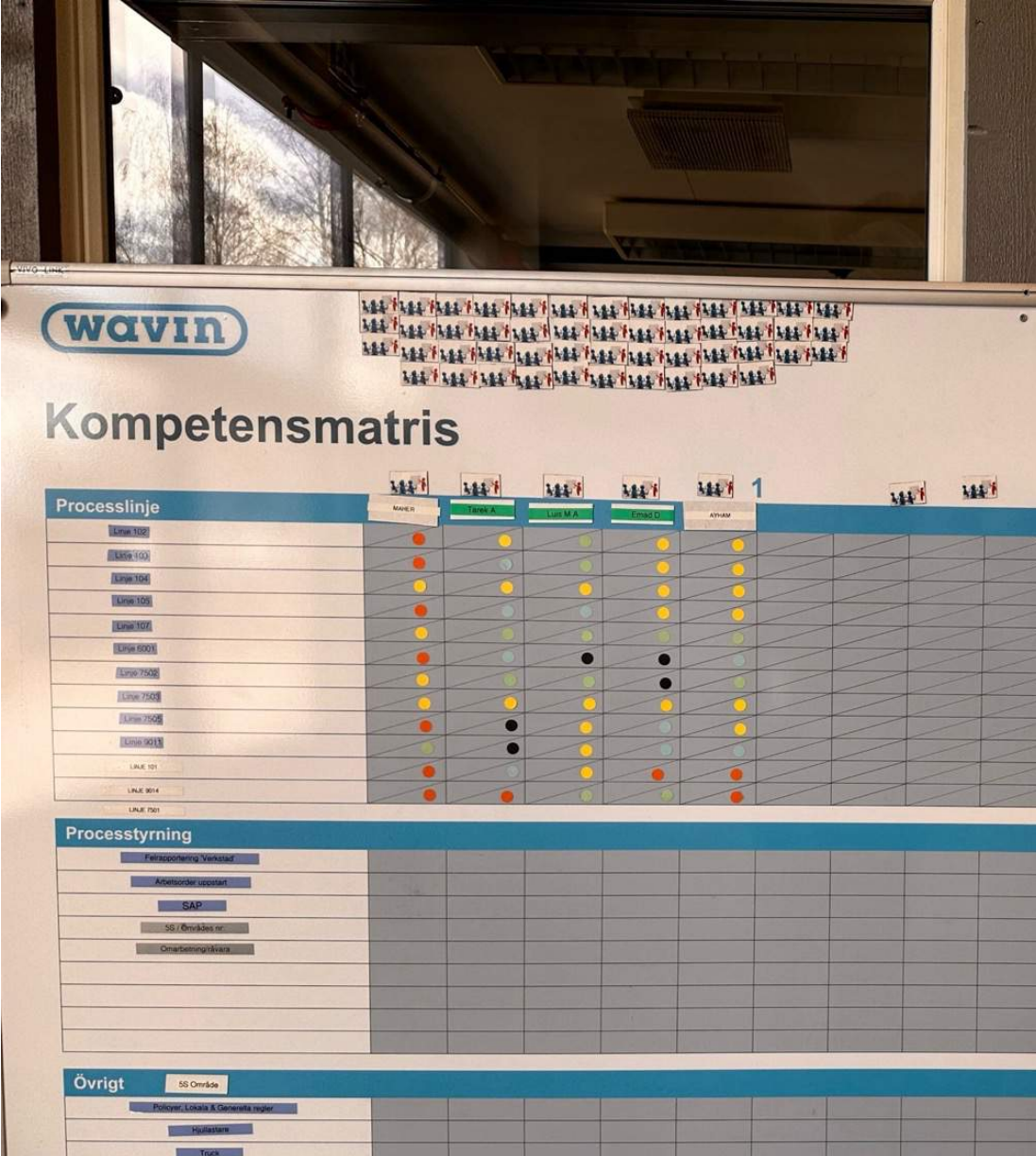
- Current Safety board
- And new version



Physical conditions tour

Communication

- Competence matrix in place



wavin

Kompetensmatrix

Processlinje	Manerli	Terek A	Luis M.A	Emad D	Ahmad	1
Line 102						
Line 103						
Line 104						
Line 105						
Line 106						
Line 1000						
Line 7506						
Line 7508						
Line 7509						
Line 9013						
LINE 101						
LINE 9014						
LINE 7601						

Processtyrning

	Manerli	Terek A	Luis M.A	Emad D	Ahmad	1
Felrapportering Verkstad						
Användar support						
SAP						
SS / Bränsles nr						
Omsättningsdata						

Övrigt

	Manerli	Terek A	Luis M.A	Emad D	Ahmad	1
50 Område						
Policyer, Lokala & Generella regler						
Hälsostats						
Truck						

Physical conditions tour

Documented information

- The right place to store documents



Physical conditions tour

Line 7501

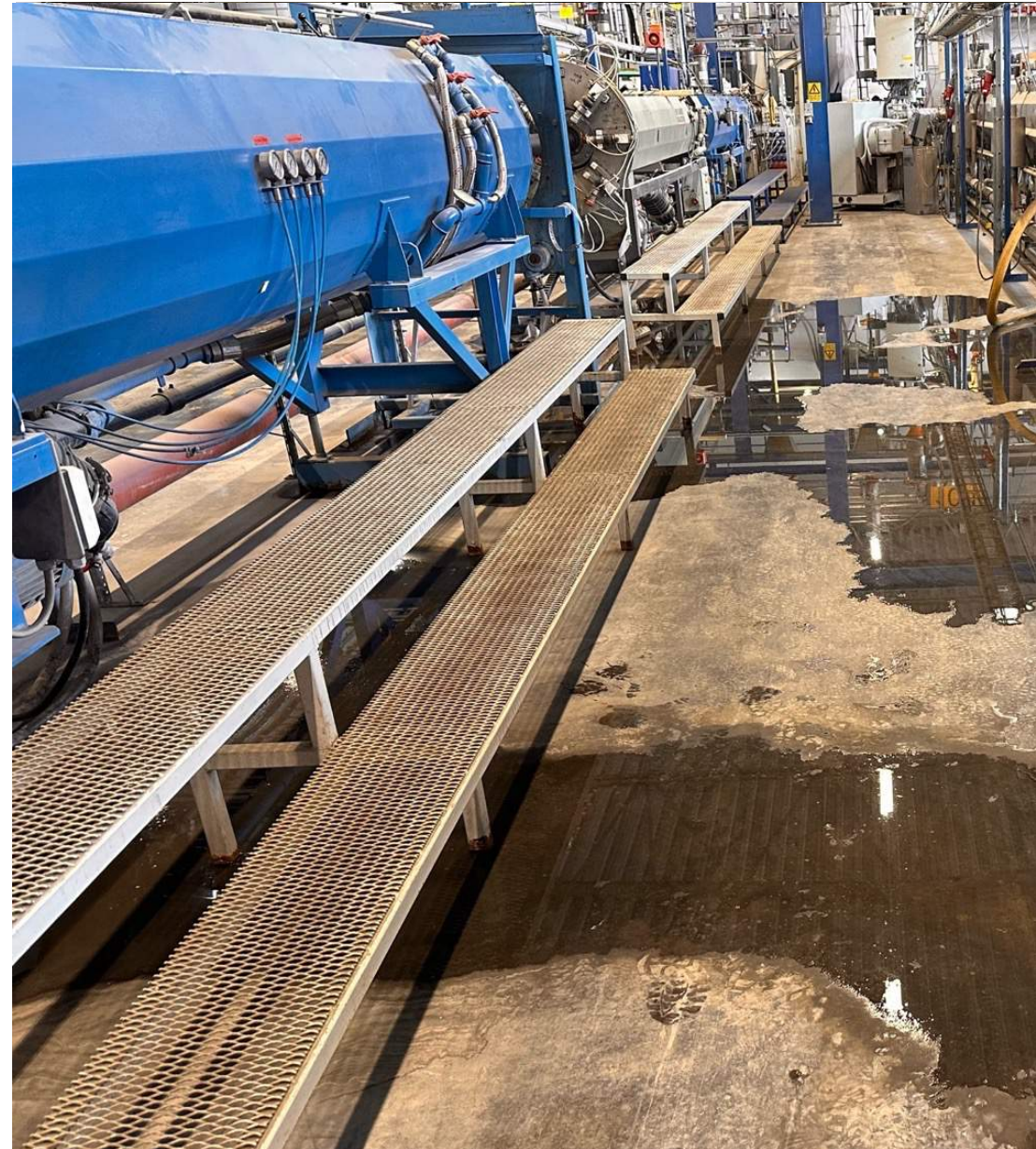
- Marking Eye protection obsolete. Why not remove the empty box?
-



Physical conditions tour

Line 103

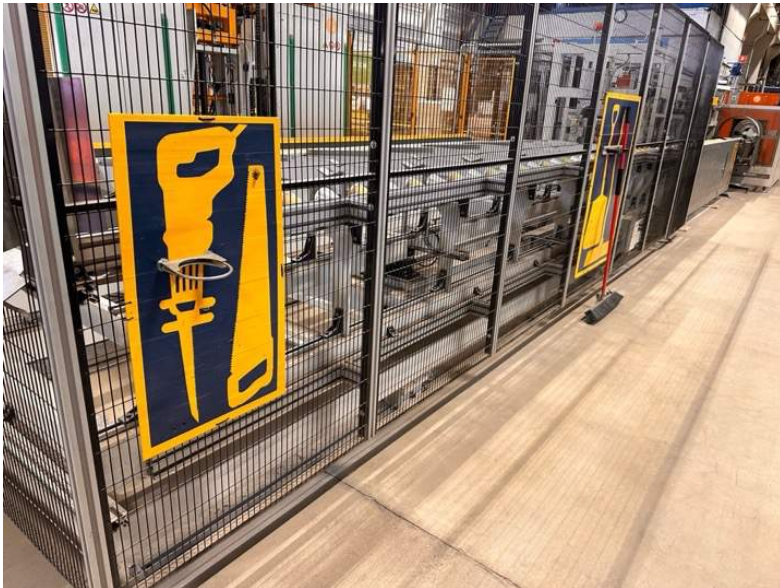
- Leakage of water



Physical conditions tour

Line 103 and other locations

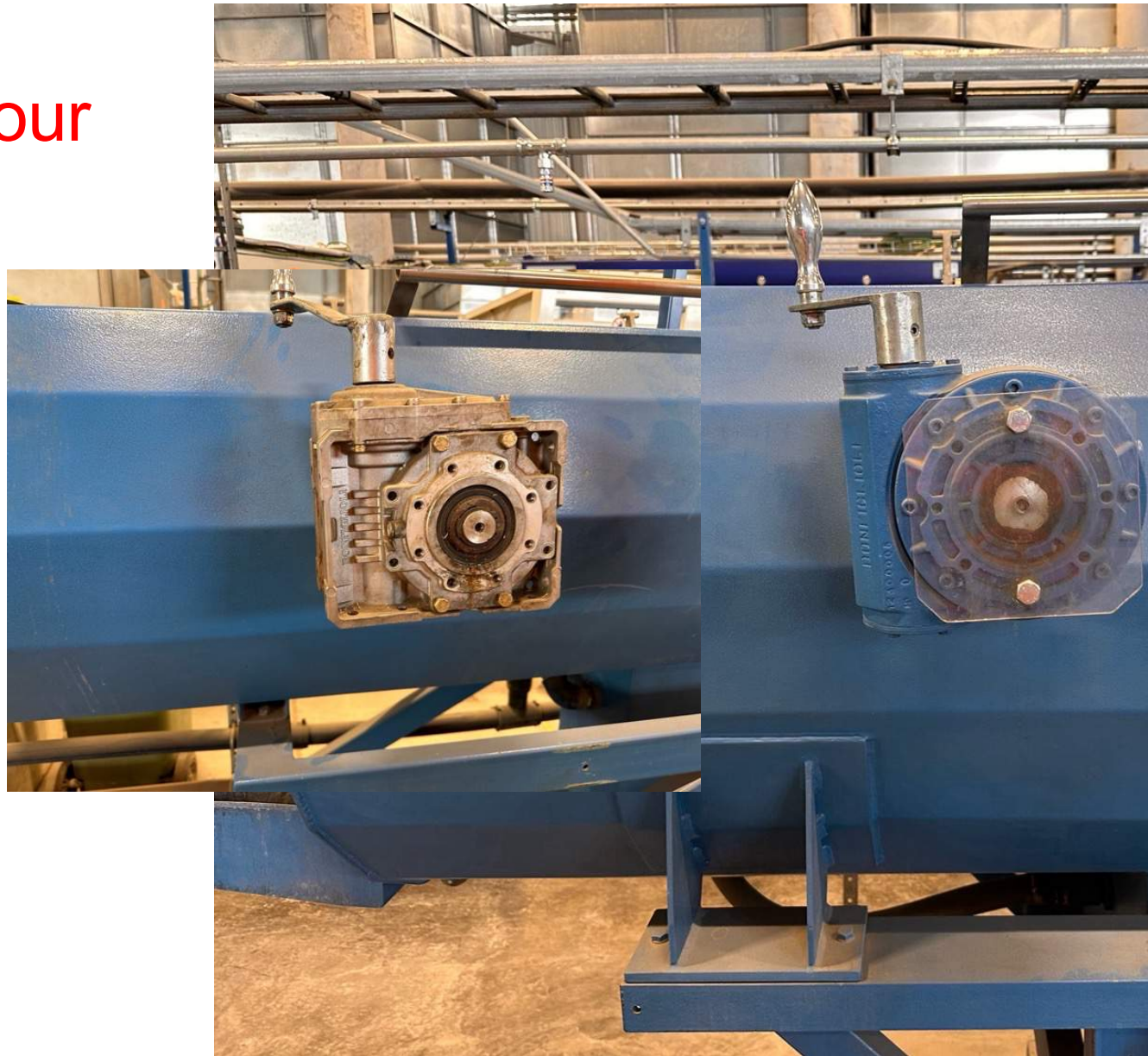
- Hand tools not stored properly



Physical conditions tour

Line 103

- Protection missing?



Physical conditions tour

Line 103

- No prove of inspection of the ladder



Physical conditions tour

Line 7502-7503

- Trip hazard



Physical conditions tour

Line 7503

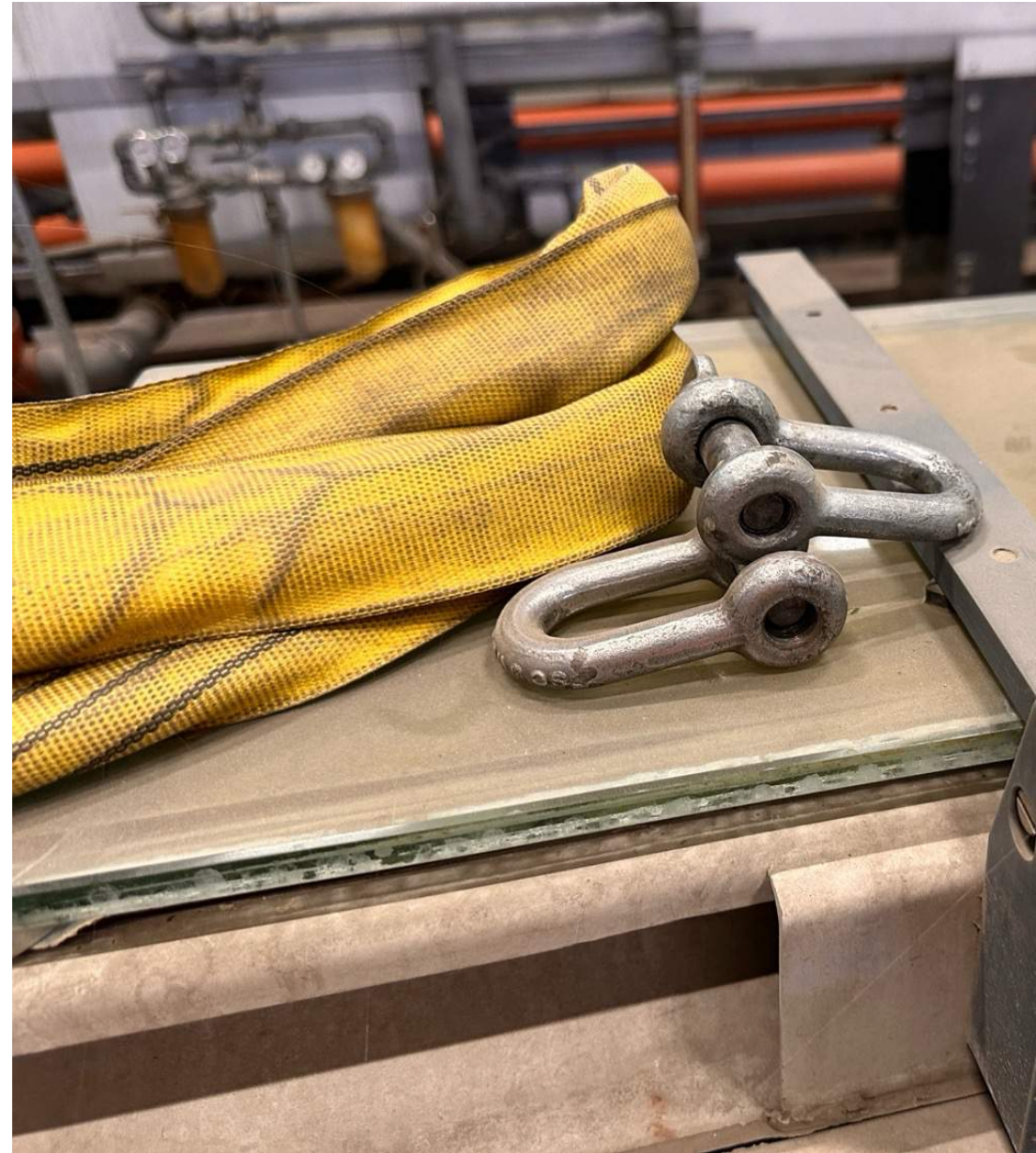
- Very nice improvement



Physical conditions tour

Maintenance / inspections

- It is not clear if the shackles are frequently maintained and inspected
- The safety (year) color is missing



Physical conditions tour

Dust

- A lot of dust everywhere in the factory



Physical conditions tour

Steps

- Not always visible if the steps are maintained.
- Is this the wright solution?
Look at other sites



Physical conditions tour

Charging Lithium Battery

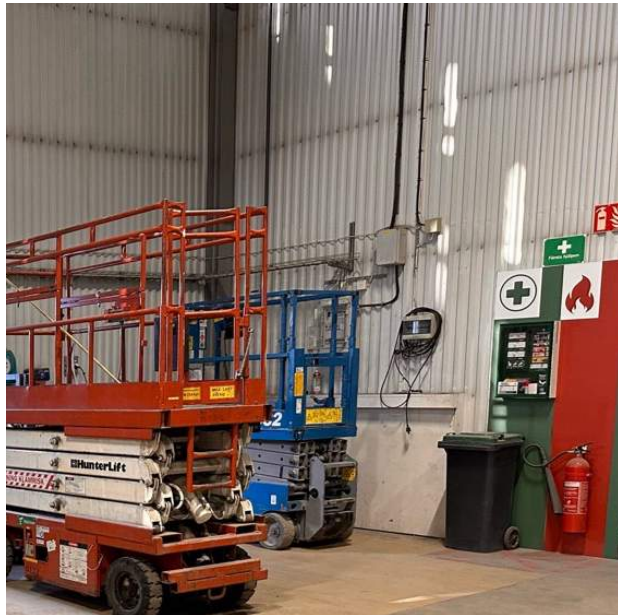
- Hazardous situation. Risk for thermal runaway when battery falls down.



Physical conditions tour

AWP

- Cleanliness on AWP
- Maintained and inspected on time?



Physical conditions tour

First aid en Fire extinguishers

- Well in place



Physical conditions tour

Maintenance and inspection

- Is this stair maintained and inspected?



Physical conditions tour

Maintenance and inspection

- Overhead Crane maintained and inspected?



Physical conditions tour

New solution

- New solution installed to avoid heavy lifting



Physical conditions tour

Eye wash

- One is used but not clear if this is communicated to the first aiders.



Physical conditions tour

Racking

- Racking wel in order and inspected



Physical conditions tour

Charging FLT

- Is this the correct spot for parking the FLT after charging?



Physical conditions tour

Creative solution or.....?

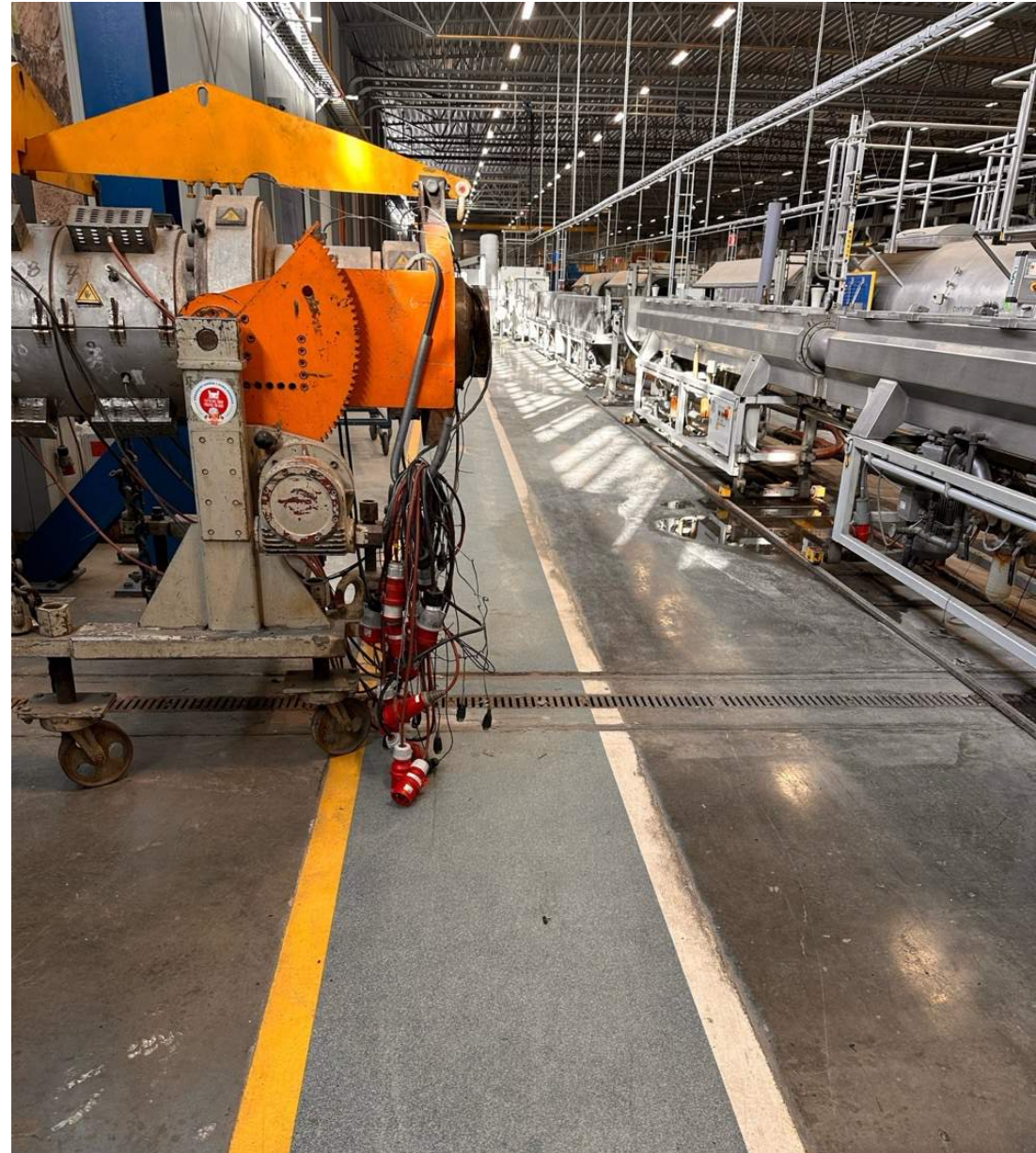
- Not a safe situation. Is this allowed?



Physical conditions tour

Order and cleanliness

- Blocking of path way



Physical conditions tour

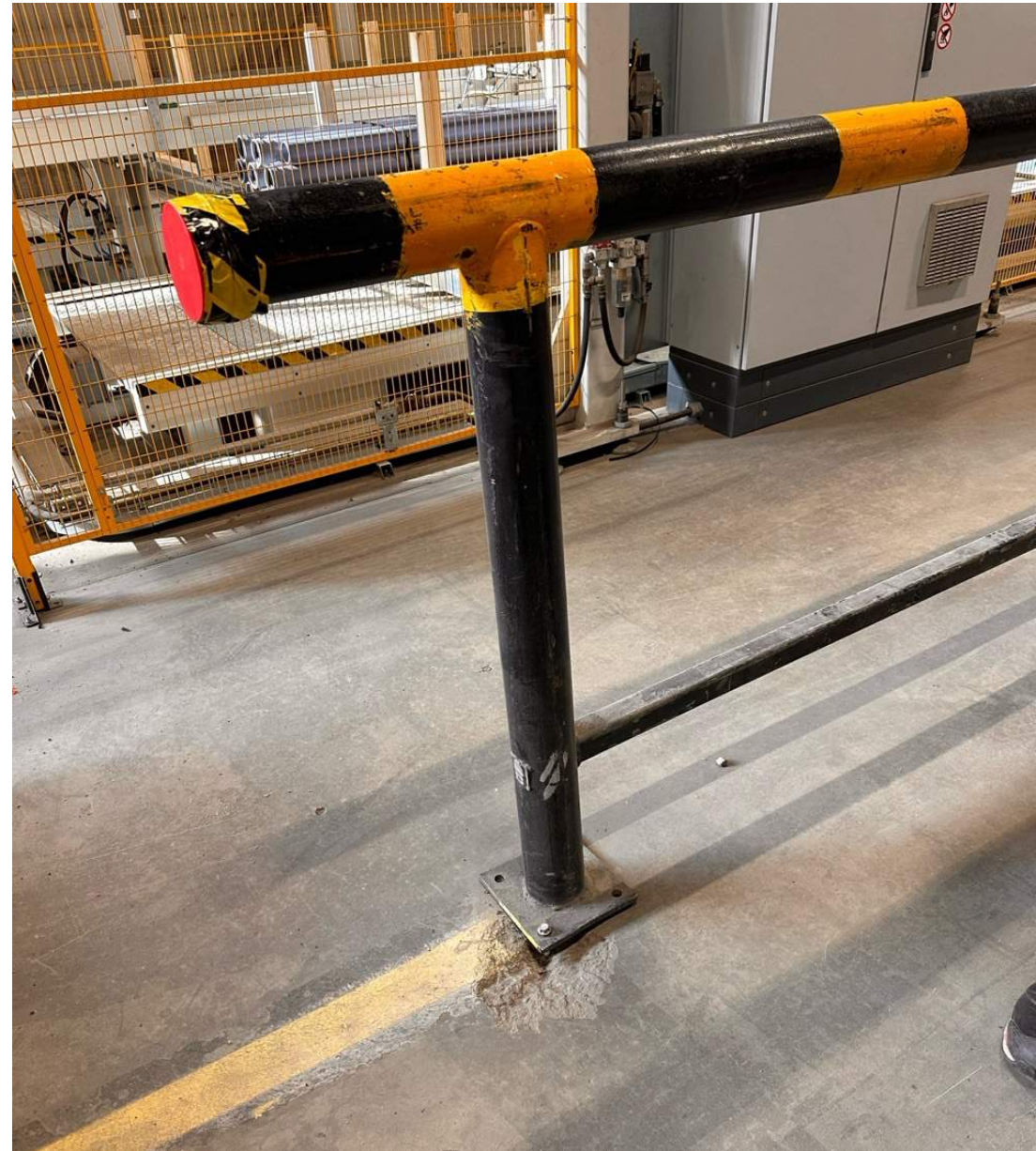
Blocking emergency exit, before and after



Physical conditions tour

Reporting incidents

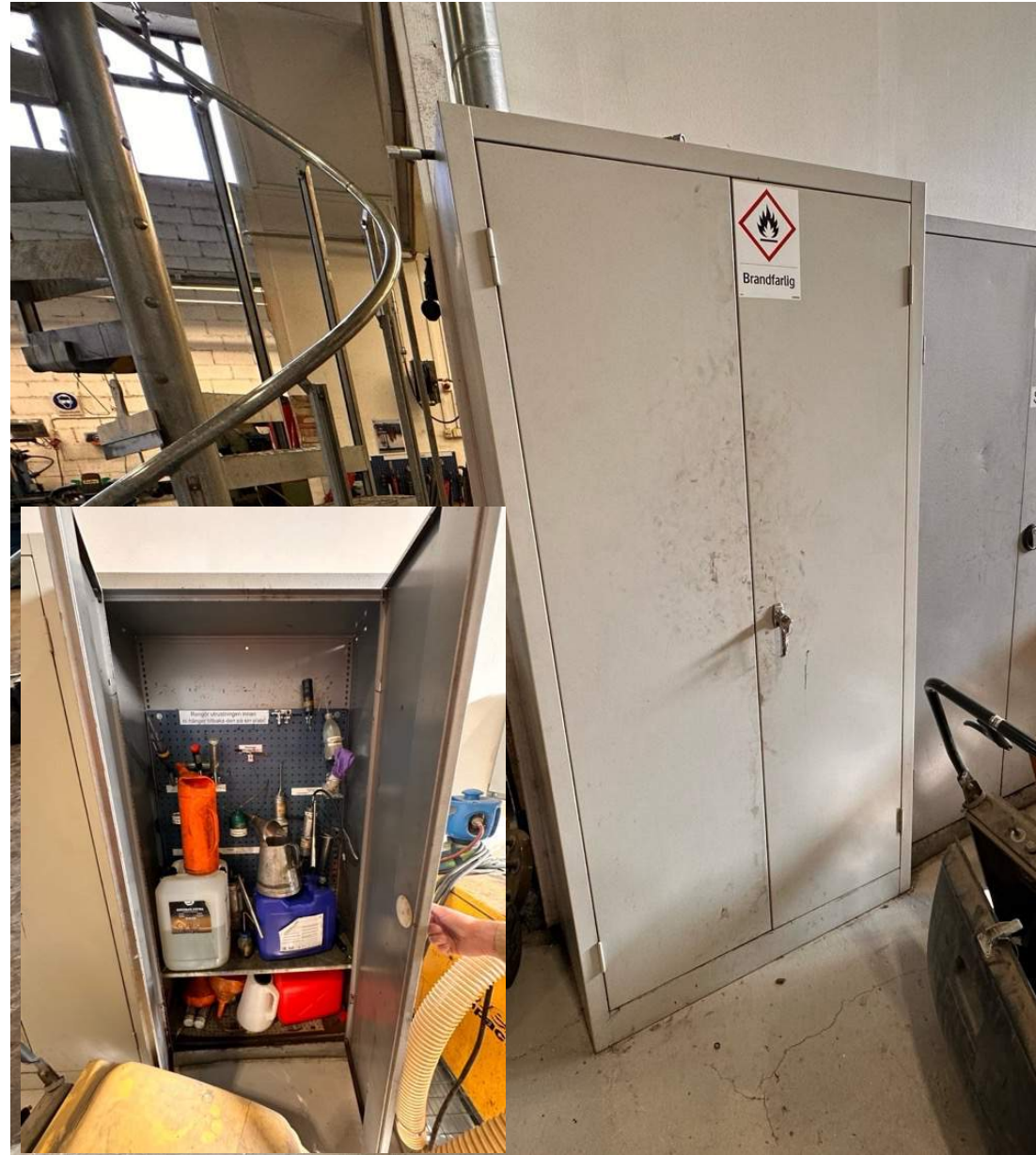
- Is it allowed not to report such an incident?



Physical conditions tour

Cabinets dangerous goods

- Are these the correct storage cabinets?



Physical conditions tour

Line 7501

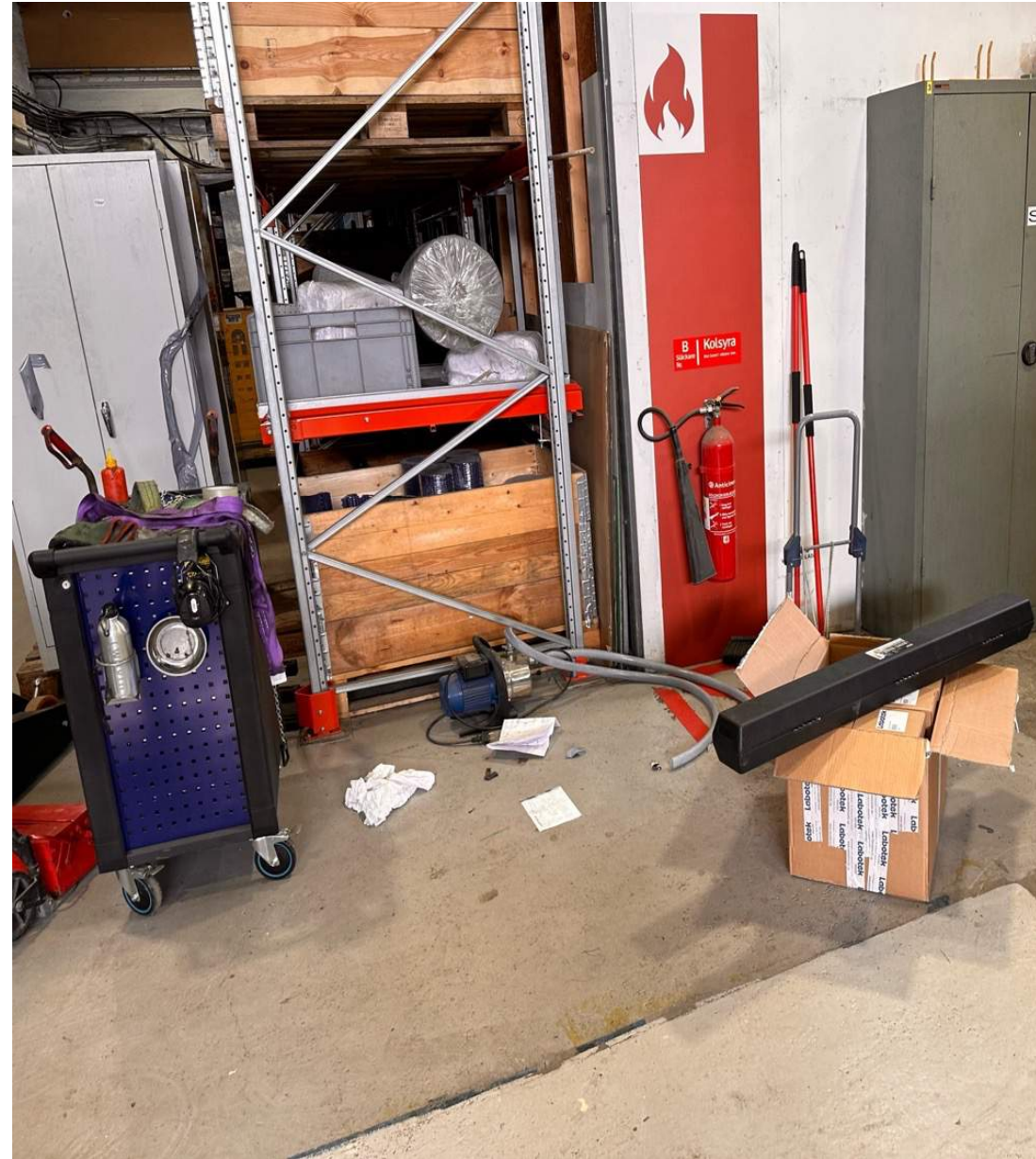
- Fixing gas cylinders correctly. Before and after



Physical conditions tour

Order and Cleanliness

- Cant imagine that this is your standard



Physical conditions tour

Source extraction

- Is this periodically maintained?
- Is a test performed that the correct amount of air is retrieved?



Physical conditions tour

Maintenance and inspection

- The expiration date has passed more than 8 years for approximately 20 grinding wheels.
- Are the employees not aware that there is an expiration date applicable?
- What about the procurement process



Physical conditions tour

Order and Cleanliness / Before and after



Physical conditions tour

Storage of gaz cilinders



Physical conditions tour

Order and Cleanliness

- Lots of litter



Physical conditions tour

Order and Cleanliness

- What is the policy regarding cleaning the spills in the leakage tray



Physical conditions tour

Order and Cleanliness

- Area of concern



Physical conditions tour

Order and Cleanliness

- Neat storage place



Physical conditions tour

Order and Cleanliness

- Neat storage place



Physical conditions tour

Order and Cleanliness

- Neat storage place



Physical conditions tour

Communication

- The sign is in poor condition



Physical conditions tour

Communication

- The Work Safe Basics



ISRS Scores from 2022 Surveillance Assessment

Process	Possible Points	Points Available	Points Awarded	Score (%)
1. Leadership	622	616	605	98.2
2. Planning and Administration	422	418	391	93.5
3. Risk Evaluation	676	666	618	92.8
4. Human Resources	474	471	442	93.8
5. Compliance Assurance	244	244	237	97.1
6. Project Management	323	323	307	95.1
7. Training and Competence	437	437	338	77.4
8. Communications and Promotion	333	333	313	94.0
9. Risk Control	1579	1534	1429	93.2
10. Asset Management	683	670	497	74.2
11. Contractor Management and Purchasing	529	509	448	88.0
12. Emergency Preparedness	447	447	442	98.9
13. Learning from Events	412	409	378	92.4
14. Risk Monitoring	620	620	578	93.2
15. Results and Review	237	237	227	95.8
Total Points:	8038	7934	7250	91.4

ISRS Scores from 2024 Surveillance Assessment

Process	Possible Points	Points Available	Points Awarded	Score (%)
1. Leadership	622	619	619	100.0
2. Planning and Administration	422	418	379	90.7
3. Risk Evaluation	676	666	618	92.8
4. Human Resources	474	471	447	94.9
5. Compliance Assurance	244	244	237	97.1
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14. Risk Monitoring	620	620	578	93.2
15. Results and Review	237	237	227	95.8
Total Points:	8038	7937	7264	91.5

Scope: Health and Safety level 6

Award Level		1	2	3	4	5	6	7	8	9	10
Award Scope		1 - 4				5 - 6		7 - 8		9 - 10	
Mandatory Sub processes											
Universal		23				49		77		88	
HSSEQ		3				4		8		13	
Occupational Health	OH	2				3		3		3	
Occupational Safety	OS	2				2		3		4	
Security	Se	0				0		0		4	
Environment	E	0				3		3		3	
Quality	Q	2				3		3		4	
Process Safety	PS	11				14		18		18	
Client Selected Sub processes											
Sub processes		20				15		10		0	
Total sub processes		Sum of above				Sum of above		Sum of above		Sum of above	
Minimum score for each process (%)		10	15	20	25	30	35	40	50	60	70
Minimum average score (%)		20	30	40	60	60	70	70	80	80	90
Minimum Physical Barriers Assessment Score (%)		45	45	50	55	60	65	70	80	90	95
Minimum Physical Conditions score (%) – where required.		65	65	65	65	70	75	80	85	90	95

ISRS 8 Scoping and Scoring; the results....

Award Level		1	2	3	4	5	6	7	8	9	10
Award Scope		1 - 4				5 - 6		7 - 8		9 - 10	
Mandatory Sub processes											
Universal		23				49		77		88	
HSSEQ		3				4		8		13	
Occupational Health	OH	2				3		3		3	
Occupational Safety	OS	2				2		3		4	
Security	Se	0				0		0		4	
Environment	E	0				3		3		3	
Quality	Q	2				3		3		4	
Process Safety	PS	11				14		18		18	
Client Selected Sub processes											
Sub processes		20				15		10		0	
Total sub processes		Sum of above				Sum of above		Sum of above		Sum of above	
Minimum score for each process (%)		10	15	20	25	30	35	40	50	60	70
Minimum average score (%)		20	30	40	60	60	70	70	80	80	90
Minimum Physical Barriers Assessment Score (%)		45	45	50	55	60	65	70	80	90	95
Minimum Physical Conditions score (%) – where required.		65	65	65	65	70	75	80	85	90	95

ISRS 8 Level 6

The result of this Surveillance audit

- The request for granting a new certificate at the ISRS product centre will be started but is not guaranteed .
- The ISRS certificate (if granted) with a **statement of performane for level 6** is valid for 1 year.

ISRS 8 Level 6



Your challenge

- Holding on is going backward.
- Trigger your organisation to improve continuously. Consider to aim for level 7 or 8, with new topics to adress.
- Consider to expand with Environment and quality within ISRS.
- Consider to adapt edition 9 of the ISRS

ISRS 8 Level 7-8?



WHEN TRUST MATTERS

Thank you!

June 9th, 2021

Hans Snoeren

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