



Pharma Services Group - 2018 EHS KPIs

September 18, 2017

2018 EHS Score (KPI)

100

General EHS (25)

10 Points

- On time EHS CAPA closure
 - 100% CAPA closure for Critical findings (-10 pts for any issue not completed in specified time)
 - 100% CAPA closure for Major findings (-8 pts for any issue not completed in specified time).
 - 80% CAPA closure for Moderate findings (-6 pts if 60<80% closed: -10 pts if ,60% closed).
 - 80% CAPA closure for Minor findings (-4 pts if <80% closed)

15 Points

- Environment, health and safety training (# hours / employee / month)
 - ≥ 0.8 hrs (15 pts)
 - 0.5 < 0.8 hrs (10 pts)
 - 0.2 < 0.5 hrs (5 pts)

Point Deductions

- Point deductions for employee overdue training (measured at end of month)
 - 2<3% (-5 pts)
 - 3<4% (-10 pts)
 - 4<5% (-15 pts)
 - 5-6% (-20 pts)
- Subtract 5 pts for every order, violation and fine or exceedance of regulatory limit.
- Max 20 pt loss for above deductions.

Promoting EHS Culture (35)

15 Points

- Monthly documented site leadership EHS inspections / audits / reviews.
 - Conducted by GM (5 pts)
 - Conducted by each SLT member (5 pts)
 - All Supervisors from all Operational areas (excluding office) conducts a safety walk each month with documentation (5 pts). Based on percentage of Supervisors who completed (100% = 5 pts; 90<99% = 4 pts; 80<90% = 3 pts; 70<80% = 2 pts; 60<70% = 1 pt).

10 Points

- Safety / environmental observations (positive and negative) including near misses
 - ≥ 15% #obs / FTE (10 pts)
 - 10 < 15% #obs / FTE (7 pts)
 - 5 < 10% #obs / FTE (4 pts)
 - 2 < 5% #obs / FTE (2 pts)
 - <2% #obs / FTE (0 pts)

5 Points

- EHS as first discussion topic for SLT and town hall meetings departmental meetings, huddles (100% / month = 5 pts; <100% / month (0 pts)

5 Points

- EHS promotion activities (1 pt each)
 - Life Saving Rule; Environment; Health and/or Safety; Sharing EHS activity/communication with the Global EHS Team; Visual Boards with new safety content

Sustainability (20)

20 Points

- Sustainability activities
 - ≥400 FTE
 - 4 / month (20 points)
 - 3 / month (15 points)
 - 2 / month (10 points)
 - 1 / month (5 points)
 - ≥400 FTE
 - 2 / month (20 points)
 - 1 / month (10 points)
- Activities can be related to improvements to Ecovadis, ISO 14001, CDP, PSCI, social responsibilities, driving energy reduction, landfill diversion etc. Must state improvements each month to gain points. Providing assistance to other sites is acceptable.
- Pharma Services Group annual goal to achieve 90% diversion from landfill and 5% reduction between waste, water. However, no direct points from this. Points given for activities that drive reductions.

Risk Assessment (20)

20 Points

- Documented proactive risk assessments conducted by multi-dept team.
 - ≥400 FTE
 - 6/month (20 pts)
 - 5/month (16 pts)
 - 4/month (12 pts)
 - 3/month (8 pts)
 - 2/month (4 pts)
 - <400 FTE
 - 3/month (20 pts)
 - 2/month (14 pts)
 - 1/month (8 pts)
- **Point Deductions**
 - -2.5 pts for an OSHA Recordable
 - No limit to max point loss for this section

PSG 2018 EHS KPI (General EHS): 25 Points

10 Points

On time EHS CAPA closure

- 100% CAPA closure for Critical findings (-10 points for any issue not completed in specified time)
- 100% CAPA closure for Major findings (-8 points for any issue not completed in specified time)
- 80% CAPA closure for Moderate findings (-6 points if 60<80% closed; -10 points if <60% closed)
- 80% CAPA closure for Minor findings (-4 points if <80% closed)

15 Points

Environment, health and safety training (# hours / employee / month)

- ≥ 0.8 hrs (15 points)
- $0.5 < 0.8$ hrs (10 points)
- $0.2 < 0.5$ hrs (5 points)

Point Deductions

- Point deductions for employee overdue training (measured at end of month)
 - 2<3% (-5 points)
 - 3<4% (-10 points)
 - 4<5% (-15 points)
 - 5-6% (-20 points)
- Subtract 5 points for every order, violation and fine issued.
- Maximum 20 point loss in the General EHS section.

PSG 2018 EHS KPI (Promoting EHS Culture): 35 Points

15 Points

Monthly documented site leadership EHS inspections/audit/review.

- Conducted by GM with documentation (5 points)
- Every SLT member conducts a EHS walk each month with documentation (e.g. GEMBA, site inspection etc); can group together (5 points)
- Every Supervisor from all Operational areas (does not include office areas) conducts an EHS walk each month with documentation. Can group together with other Supervisors and/or alternate (5 points). Based on percentage of Supervisors who completed. (100% = 5 points; 90<99% = 4 points; 80<90% = 3 points; 70<80% = 2 points; 60<70% = 1 point)

10 Points

EHS observations (positive and negative) including near misses

- $\geq 15\%$ #observations / FTE (10 points)
- $10 < 15\%$ #observations / FTE (7 points)
- $5 < 10\%$ #observations / FTE (4 points)
- $2 < 5\%$ #observations / FTE (2 points)
- $< 2\%$ #observations / FTE (0 points)

Note: Observations from any source count (e.g. verbal, note, walk through, SharePoint, STOP etc)

5 Points

EHS as first discussion topic for SLT, town hall meetings, departmental meetings, huddles

- 100% / month (5 points)
- $< 100\%$ / month (0 points)

5 Points

EHS promotion activities

- Life Saving Rule (1 point)
- Environment (1 point)
- Health and/or Safety (1 point)
- Sharing EHS activity /communication with the Global EHS Team (1 point)
- Visual Boards must have new safety content (1 point)

PSG 2018 EHS KPI (Sustainability): 20 Points

20 Points

Sustainability Activities

≥400 FTE

4 / month (20 points)

3 / month (15 points)

2 / month (10 points)

1 / month (5 points)

<400 FTE

2 / month (20 points)

1 / month (10 points)

Note:

•Activities can be related to improvements to Ecovadis, ISO 14001, CDP, PSCI, social responsibilities, driving energy reduction, landfill diversion etc. Must state improvements each month to gain points. Providing assistance to other sites is acceptable.

•Pharma Services Group annual goal to achieve 90% diversion from landfill and 5% reduction between waste, water. However, no direct points from this. Points given for activities that drive reductions.

PSG 2018 EHS KPI (Risk Assessment): 20 Points

20 Points

Documented proactive risk assessments conducted

≥400 FTE

6/month (20 points)

5/month (16 points)

4/month (12 points)

3/month (8 points)

2/month (4 points)

<400 FTE

3/month (20 points)

2/month (14 points)

1/month (8 points)

Notes:

Has to be a team assessment (multi-dept) – not just EHS completing

Point deductions

- -2.5 for an OSHA Recordable
- No limit to point deductions for this section