

6. KEEP A FOCUS ON SAFETY

Finally, the sixth and certainly not the last action that safety leaders must take is to maintain vigilance on safety. As safety leaders we must never lose sight of our obligation to continue perfecting HSE disciplines. With 4,200 fatalities a year in the U.S. alone, continued environmental spills and releases, and many exposures persisting inside and outside the workplace, becoming a stable bedrock for sustainability demands that we maintain our focus on “doing no harm” where we are. What we learn through ongoing practice, collaboration, and research can inform efforts elsewhere in sustainability.

WHAT'S NEXT

Sustainability represents a new frontier for organizations. Meeting the challenges of changing expectations in a rapidly changing world requires dexterity and skill in areas such as performance management, analytics, culture development, and leadership that HSE leaders have already mastered. Most of all HSE leaders need to recognize the skills and expertise they bring and apply them more broadly to sustainability to help their executives, board, and wider organization organize around an important, if occasionally poorly focused, agenda.

¹ Safety is interpreted here as encompassing all aspects of health, safety, and environmental care for an organization as well as impacts on the workforce and the community at large.

² Lubin, David A. and Daniel C. Etsy, “The Sustainability Imperative,” Salzmann, Oliver, Aileen Ionescu-Somers, and Ulrich Steger, “The business case for corporate sustainability: Literature review and research options,” *European Management Journal* Vol. 23, No. 1, pp. 27–36, 2005.

³ Salzmann, Oliver, Aileen Ionescu-Somers, and Ulrich Steger, “The business case for corporate sustainability: Literature review and research options,” *European Management Journal* Vol. 23, No. 1, pp. 27–36, 2005.² Lubin, David A. and Daniel C. Etsy, “The Sustainability Imperative,” Salzmann, Oliver, Aileen Ionescu-Somers, and Ulrich Steger, “The business case for corporate sustainability: Literature review and research options,” *European Management Journal* Vol. 23, No. 1, pp. 27–36, 2005.

⁴ Pfeffer, J. (2010) “Building Sustainable Organizations: The Human Factor,” *Academy of Management Perspectives*, Vol 24, No. 1, pp 34-45.

⁵ Zinc Recycling: Closing the loop. (2012). International Zinc Association

⁶ See for example, Duncan, Colin, gen ed., *The Zero Index: A path to sustainable safety excellence*, 2012: Safety in Action Press.

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Executive Insights



Sustainability and Safety:
6 ways HSE leaders can help their organizations “do good”

by Colin Duncan and Michael F. Henderek

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6 ways HSE leaders can help their organizations “do good”

by **Colin Duncan** and **Michael F. Henderek**

Organizations today spend billions of dollars annually on sustainability. From recycling and renewable energy to community investment and ethical sourcing, corporate responsibility efforts have become a significant line item on many organizational budgets. For safety leaders, this emphasis has been a mixed blessing. On one hand, sustainability is consistent with safety’s mission of protecting people, product, and profit’. On the other, the safety message is sometimes subsumed by a sustainability agenda prone to poor definition and lack of focus, in some cases diverting attention at the board level and in the C-suite and resources across the wider organization.

So how should safety leaders understand—and navigate—the growing role of sustainability in corporate life? In our experience, sustainability presents an opportunity, rather than a threat, to safety performance and for safety leaders. Not only are the two fields tightly related (one would logically argue that an organization cannot claim success in sustainability without excellence in safety), safety leaders are also uniquely positioned to guide their organizations toward a more coherent, effective sustainability strategy. Safety leaders are tasked with adding value to their organizations not only by preventing the significant costs associated with incidents, but also through

the operational excellence they create through disciplined performance systems. The key to transferring this expertise to sustainability is understanding both the challenges faced by sustainability and the specific competencies safety leaders can bring to address them.

THE PROMISE AND PROBLEM OF SUSTAINABILITY

Sustainability as a field has emerged over the past 20-plus years in response to global trends affecting businesses and their ability to provide value to their stakeholders. In some respects it can be argued that the field is not in fact new. Rather it is an aggregation of practices and disciplines, many of which have been around for years. Sustainability is undoubtedly receiving greater attention and focus as the challenges businesses face evolve. Among these challenges are increasingly globalized workforces and supply chains, growing competition for natural resources, heightened public concern over climate change, pollution, and negative environmental effects, and mounting government and regulatory intervention².

The promise of sustainability is that if done well, organizations not only continue to create value for their shareholders and customers in an increasingly volatile and complex environment, but they also do so in a way that adds significant value to the communities in which they operate. Like many disciplines, however, realizing the promise is no easy task. For leaders, we see three chief threats that stand in the way:

KNOWING WHAT SUSTAINABILITY IS

The first problem is defining what we mean by sustainability. Many leaders say that they’ve heard as many definitions of sustainability as they have encountered sustainability experts. To some leaders, sustainability means environmental responsibility (e.g., reducing the carbon footprint, protecting natural resources, or recovering a product or its components at the end of useful life). To others, it’s an emphasis on social responsibility (e.g., fair trade practices or supporting local communities). While these and other definitions are not mutually exclusive, neither do they provide the kind of definition that allows leaders to provide direction on strategy. Fundamentally, sustainability is a values-driven activity. This means that while external definitions are helpful, they can’t dictate the right focus of activities and goals for any individual organization. That must come from within and be driven by leadership.

Defining sustainability starts with the organization’s mission. (See sidebar: **Redefining Sustainability at IKEA for an example**). Leaders need to ask, *What are we trying to do as a business? Who are our stakeholders within and outside the company? What’s important to them, to us? What would it look like if we ran our business in a way that was consistent with these values?* These and similar questions help leaders define sustainability for their organization. This definition in turn must be reviewed and ratified by the board of directors (or equivalent) and the definition established as a corporate policy used to guide strategy and operations.

KNOWING WHERE SUSTAINABILITY SITS WITHIN AN ORGANIZATION’S STRATEGY

Few people would dispute the importance of working toward a sustainable enterprise. Still, making the business case (and drawing out the subsequent operational implications) has been elusive. The sheer number of variables involved in assessing success—multiple industries, regions, definitions, and benchmarks—has made drawing a clear connection between environmental or social performance and financial performance highly problematic³. This situation places the burden squarely on leaders in defining exactly how sustainability will deliver on the organization’s promise to its stakeholders, and that will be assisted greatly by ratification at the board level.

REDEFINING SUSTAINABILITY AT IKEA

Furniture manufacturer and retailer IKEA was already a sustainability practice veteran when it recently undertook a review of its approach. Operating in **44 countries** with **144,000 employees**, the €27 billion-a-year company’s core customer base is both budget-minded and socially conscious. **Sustainability is one of the four “cornerstones”** of the business **alongside growth, people, and costs**. But that doesn’t mean that defining a coherent and actionable strategy has been easy.

When Chief Sustainability Officer (CSO) Steve Howard joined IKEA in 2011, employees told him that the existing sustainability strategy “Was technically sound, but it didn’t connect with the business.” Howard and other senior leaders spent the next six months talking to employees throughout IKEA to gain input for a new definition of sustainability. The new strategy would be based on two principles. First, the strategy had to proceed from business objectives that leaders were already connected to. Second, the strategy had to be simple to communicate, not “a sustainability strategy written by sustainability experts, understood [only] by sustainability experts.”

The result was People and planet: IKEA Group Sustainability Strategy 2020, a 19-page report that boiled the company’s goals down to three principles: A more sustainable life at home; Resource and energy independence; and A better life for people and communities. Leaders say the new strategy better reflect the organization’s vision of “creating a better everyday life for many people,” while also making sustainability practice accessible to employees throughout the organization.

Sources: “Listening key to setting Ikea’s 2020 strategy says chief sustainability officer,” by Oliver Balch, *tvzzzThe Guardian*, Monday 4 November, 2013. Available at: <http://www.theguardian.com/sustainable-business/ikea-strategy-2020-chief-sustainability-officer>

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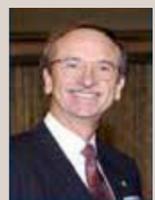
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Colin Duncan leads the BST organization globally, driving the strategy, direction, and innovation for which BST, a Charter Member of the Campbell Institute, is renowned. An accomplished thought leader, Colin speaks and publishes frequently on safety leadership and strategy, and serves on the Campbell Institute Advisory Committee and Events subcommittee.



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KNOWING HOW TO IMPLEMENT, OPERATIONALIZE, AND SUSTAIN A SUSTAINABILITY PROGRAM

Even with a concrete definition and a clear connection to the organization’s mission, sustainability in practice still depends on activities that must be planned, executed, and sustained to achieve the desired results. Sustainability activities are typically added alongside existing work processes that already compete with other organizational priorities and demands. As many safety leaders have learned, good intentions without implementation expertise and tools, won’t survive for long. As HSE leading companies have discovered, the critical success factors for making the journey to sustainability will be: ownership by line management, individual performance being evaluated with the inclusion of key sustainability dimensions, and use of an integrated management system to support implementation (perhaps by merging sustainability into the HSE management system).

Addressing these three challenges will be critical to moving sustainability forward as an organizational performance practice. While there are many variables that need to be addressed, organizations with a robust health, safety, and environmental (HSE) function have a ready partner in establishing a foundation.

SAFETY LEADERS ARE IN THE SUSTAINABILITY BUSINESS

Of all the ways that people define it, sustainability really comes down to three principles:

- Do no harm to people or planet in our activities or our organization;
- Leave no footprint;
- Do some good along the way

Seen this way, it’s clear that worker safety and wellbeing are inseparable from sustainability. No organization can credibly claim sustainability if it has life-altering injuries and fatalities, workforce health issues, or environmental incidents.

In addition to their focus on safety performance, HSE professionals have also developed expertise uniquely suited to driving sustainability platforms. Specifically:

CREATING “NO HARM” SYSTEMS

In addition to the fact that “doing no harm” starts with the people closest to the business, HSE leaders have experience in creating “no harm” systems. For years they have been applying resources and creating strategies that reduce or eliminate exposure to people and the environment.

REDUCING OR ELIMINATING THE OPERATING FOOTPRINT

“Leaving no footprint” can involve the effects of an operation on the immediate environment, yet it can also mean addressing product life cycle issues (i.e., how products are created, delivered, and retired) or restoration of shut down manufacturing sites or mines. HSE leaders have guided senior management in developing and applying numerous disciplines (for example, process safety management or the hierarchy of controls) that directly address systems with multiple contingencies.

ADDING VALUE

“Doing some good” in the course of business has to do with the fundamental value an organization adds to shareholders and to the community. An organization can do good both through its company mission as well as through contributions that go beyond its basic mission. For example, ExxonMobil “tackles the world’s greatest energy challenges” daily to bring usable energy to growing economies around the world. Its mission adds value to shareholders while also benefitting society in the broadest sense. Low cost energy has helped many marginal economies rise from poverty, e.g., China and India over the past few decades. But some critics of big oil don’t recognize that as an important part of sustainability and “doing good.” So an ExxonMobil is recognized less for that, while it is recognized more for donating hundreds of thousands of mosquito nets to malaria-ridden parts of Africa. Both are “doing good.” For business leaders, the most critical part of doing good is responsibly fulfilling an organization’s basic mission while delivering return to shareholders. A company must “do well” financially in order to do “good” beyond its basic mission.

HSE leaders, many of whom participate on these efforts outside their formal roles, bring valuable insight to the development of collaborative efforts with community partners.

So what can HSE leaders do now to support sustainability? While the development of a comprehensive and effective approach to sustainability is a multi-layered issue, there are several actions HSE leaders can take to help advance their organization’s approach.

1. START (OR HELP CONTINUE) THE SUSTAINABILITY DISCUSSION

Over the past 30 years, HSE leaders have guided their organizations through a remarkable transformation. What was once a practice focused largely on regulatory compliance and crisis response has evolved into a strategic function that now helps guide operational excellence. Today, many organizations not only enjoy record low injury rates and greater safety literacy across employees at every level, they also have learned to “bake” safety into work practices and systems and detect changes in risk before they create events in a way that protects the workforce and the community while also delivering greater profitability. At the highest levels, HSE leaders have become experts at change.

As business becomes more interconnected, global environmental and social issues will increasingly affect an organization’s ability to operate. Left unchecked, these issues can pose an existential threat to the enterprise unlike anything traditional management models have accounted for. Whether they recognize it or not, organizations are in need of expertise that can guide the development of sustainability practice and strategy. HSE leaders play a special role in guiding that discussion as they have done while helping to transform safety from a priority into a core value for many leading organizations. Depending on the circumstances, HSE leaders may need to:

Start the sustainability discussion in the first place

While many organizations have some sort of approach, many do not. HSE leaders have experience in identifying and describing threats to the business and can help make a credible case for taking action.

Deepen the discussion

Many organizations that do have sustainability efforts may find them anemic or just plain underdeveloped. For example, consider the company promoting a “green energy” policy that makes a token gesture at recycling among its office staff while failing to identify or address the much bigger problem of emissions created by its

fleet of trucks. HSE leaders, with their experience in risk assessment and resource management, can help guide a deeper discussion about the sustainability goal and how to achieve it.

Guide the development and integration of sustainability

Even in those organizations with a well-articulated sustainability strategy, execution can be challenging. HSE leaders are ideally suited to supporting general management in the development and integration of sustainability into policy, strategy, plans, and objectives.

2. HELP GIVE SUSTAINABILITY A COHERENT IDENTITY

Worker safety and wellbeing is at the core of any credible sustainability effort. Yet it is often left out of sustainability programs. Some organizations neglect social responsibility, including safety, in their initiatives to such an extent that they inadvertently send an incoherent (and some would say contradictory) message about what the organization really values⁴. To avoid this trap, leaders need a well-articulated vision of sustainability that encompasses every area where the organization has an obligation to do no harm, leave no footprint, and do some good.

HSE leaders can help their organizations give context to what the sustainability agenda is trying to achieve by asking (and helping answer) many of the same questions they use to develop a safety vision:

Goal development

How is the documented sustainability goal (if there is one) established? Does it complement the organization’s fundamental mission and strategy? How does it fit with the organization’s strategy and objectives? What benchmarks will be used to measure success? What existing safety measures can help guide the sustainability effort?

Behavioral visioning

What would it look like when we achieve the vision? For example, what would leaders do in a sustainable organization (e.g., do they consider the impact of their decisions on people and planet before making them?) What would management routinely see other employees do? How are these things different from what the organization does now?

Integration

How do environmental responsibility and safety goals complement social responsibility goals? How does the organization's stated sustainability policy, strategy, and objectives align with other business objectives? Are there obvious conflicts or omissions between sustainability objectives and standard business practices?

Implementation

How are the sustainability objectives integrated into the business plan? Should sustainability be integrated into the HSE or operating excellence management system? Have both leading and lagging indicators been identified? Is progress against the objectives evaluated the same as other traditional business measures

Communication

To what extent do employees at various levels know and understand the vision? Do employees see sustainability as a serious effort that represents the values of the organization, or do they see it as something done "for show" or to stay out of trouble? Can they see their own role in sustainability?

3. GUIDE THE DEVELOPMENT OF AN END-TO-END SUSTAINABILITY FRAMEWORK

For sustainability to be anything more than marketing spin, its principal activities must be framed with a view to the end-to-end effects of an organization's operations. A good framework acts as a point of reference, highlighting relationships, guiding decisions, and serving as a roadmap for future planning and strategy. As an example, consider a zinc mining organization that wants to become truly sustainable. More traditional sustainability thinking would suggest that the company's chief focus should be returning an expired mine site to its original condition. While site renewal is certainly consistent with "leaving no footprint," a broader framework would show that immediate operational impacts are not the only effects of the organization's activity. Zinc is highly recyclable, with an average service life of more than 40 years³, meaning that the effects of the mine's activity survives long past the end of production. Looked at from this

perspective, the mining organization may determine that it is not really a mining company at all, but a zinc company, concerned with responsible management of the product (zinc) throughout its lifecycle.

Over the past 40 years, HSE leaders have developed frameworks that have broadened our understanding of everything from injury causation to culture—in turn transforming solutions, activities, and results. As with safety, an effective sustainability framework helps the organization see past immediate effects to those that will be felt long after a product has left the building. Building on the vision, safety leaders can help build a framework by asking about several elements, such as:

Strategy

Is there an actual sustainability strategy, or just a set of programs? How do existing initiatives work together? How does the sustainability goal support the overall mission of the organization?

Exposure

What are the key touch points with people and environment at each stage of our operating cycle? What governs those interactions? How do we track risk?

Lifecycle

What are the major milestones in the life of our product or service from inception to retirement? What is our involvement at the end of the lifecycle? What should it be?

Opportunities

What needs exist in our local communities that we can help address? What problems can we help solve that would make a difference to our shareholders and our other important stakeholders?

4. HELP OPERATIONALIZE SUSTAINABILITY ACTIVITIES

People often talk about sustainability as an agenda with a complex set of indices and dashboards. But just like safety, sustainability is not about a function or department doing sustainability (or safety). It's about running the business in a way that's consistent with guiding principles. TQM and process safety are great examples of this. They each evolved away from being "priority" standalone functions (often through integrated management systems) into practices that are now embedded as core business functions. Sustainability must also find its way into the organization's day-to-day activities. Safety leaders can offer invaluable expertise here in how to embed and sustain principles into engineering, systems, processes, and culture.

As a starting point, HSE leaders can help bridge the gap between safety and sustainability by creating a "mapping file" between the two areas. There are multiple disciplines that have emerged out of safety practice that correlate to similar functions (or needed functions) in sustainability⁶. Safety leaders can help guide the development of core disciplines by helping guide the discussion around core principles, such as:

Management Systems

What systems do we have that enable and sustain desired performance (e.g., reporting, training, communication, etc.)? How do they work (or not work) together?

Governance

What's the formal structure that supports sustainability decision making, accountability, and action? Who owns sustainability –and who needs to?

Expertise

What is the position, function, and contribution of the specialists necessary for our sustainability efforts (e.g., professionals with expertise in environmental management, social issues, organizational change, etc.?) How do we recruit, hire, and develop these specialists? How do we develop leaders in the values that drive sustainability?

Scorecard

How does the organization seek and use information about sustainability? What data do we track? Are there negative consequences for accurate reporting? What reporting frameworks/benchmarks do we use (e.g., GRI Index, Dow Jones Sustainability Indices)?

5. HELP THE ORGANIZATION CREATE ENGAGEMENT

Sustainability is by nature a team sport. Execution depends on the active participation of stakeholders within and outside the organization proper. Internally, this includes employees, supervisors and managers, senior executives, and board members. Externally, these may include local communities, customers, vendors, regulatory bodies, and trade groups.

HSE leaders have been pioneers in engagement for more than 30 years. With the transition toward employee-driven approaches to safety improvement (e.g., behavior-based safety) and more recently with supervisor and leadership roles in safety, they are ideally positioned to support building consensus and collaboration. Specifically, HSE leaders can help with developing:

Impact awareness

How does the organization perceive its role and its impact on external stakeholders (e.g., customers, the environment, local communities)?

Organizational support

What are employees' perceptions of the organization's concern for them? What about customer and community perceptions?

Constraint recognition

To what extent do employees, customers, and other stakeholders perceive that their involvement with our organization makes a difference?

Participation

Does leadership engage employees in decision-making that involves sustainability? Does problem solving involve managers, employees, and other stakeholders working together? Do solutions look at root causes in systems and policies?



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FIRST STEP



FIRST CAR



FIRST JOB



FIRST HOME



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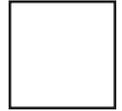
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Teen Driving

Each day, there are more than 5000 crashes involving drivers between the ages of 15 to 19¹.

You do not need to have a teen driver in your home to be affected. In fact, 2 out of 3 people killed in crashes involving teen drivers are people other than the teen driver – including passengers of teen drivers, occupants in other vehicles, motorcyclists, bicyclists and pedestrians according to the National Highway Traffic Safety Administration (NHTSA).

For teens, the risk of being in a car crash is at a lifetime high in the first 6 to 12 months and 1,000 miles of driving². A teen's risk of being in a crash can be reduced by a combination of practice, gradual exposure to higher-risk situations and parental supervision.

One of the most effective methods proven to reduce teen crash risk by up to 40% is Graduated Driver Licensing³. All states have adopted some form of GDL, but GDL laws vary from state to state. States with stronger, more comprehensive GDL laws have experienced remarkably fewer teen crashes.

DID YOU KNOW?

Parents play a crucial role in the enforcement of GDL. When parents understand the crash risks, they understand and support how GDL helps reduce these risks. University of North Carolina teen driving researchers surveyed parents in three states where teens drive under GDL laws and found:

- 96% “highly approve” or “approve” of GDL
- Nearly nine out of ten parents support a 12-month learner’s permit period
- Nearly nine out of ten parents support a 9 p.m. driving curfew

Parents need to make a commitment to work closely with their teens to manage the driving experience. This is made easier through a shared plan defining restrictions, privileges, rules and consequences that are agreed upon. Also, parents should set a good example by modeling the behavior they expect.



As a parent or guardian of a teen, here are five steps to help reduce your teen's crash risk:

Parents need to make a commitment to work closely with their teens.



1. Set a Nighttime Driving Restriction

Teens drive only 15% of their miles at night, but 40% of their fatal motor vehicle crashes happen during that time period.⁴ Even for experienced drivers, the chances of being in a crash are about three times greater at night than during daylight hours. The National Safety Council recommends no unsupervised driving after 10 p.m., —earlier is even better.



2. Set a Passenger Restriction

For teens, one passenger increases their crash risk by 48%, according to the Insurance Institute for Highway Safety. That risk grows exponentially as more passengers are added – 258% more likely to crash with two passengers and 307% more likely with three or more. Having several teens in a vehicle turns it into a social environment where driving behavior can be negatively affected. The National Safety Council recommends zero passengers younger than 20 be allowed during a teen's first 12 months of driving.



3. Ban Cell Phone Use While Driving

NSC estimates indicate 23% of all crashes involve cell phone use each year. NHTSA found teens are more likely to use cell phones behind the wheel than any other age group. According to the Pew Research Center, more than half of teens ages 16 to 17 admit to talking on a cell phone behind the wheel. Cell phone use should be banned among all drivers, and parents need to lead by setting a good example.



4. Prohibit Alcohol

Drinking and driving remains a problem among teens. According to NHTSA, nearly one-third of drivers ages 15 to 20 who were killed in crashes had been drinking. Every state has a zero tolerance law for underage drivers who drink. This means teen drivers cannot have any measurable alcohol in their system.



5. Make Safety Belts Mandatory

Safety belts are the most effective safety device in vehicles and everyone should be buckled in at all times. NHTSA data shows wearing a safety belt can reduce the risk of crash injuries by about 50%.

It is important to be aware of the laws within your state, but any parent can enforce GDL best practices within their home. For more information, visit DriveitHOME.org.





On the Road, Off the Phone

Nearly 1 out of every 4 motor vehicle crashes involve cell phone use.

57% of drivers recognize that talking on a cell phone is a very serious threat to their personal safety.

Yet 2 out of every 3 drivers admit to talking on their cell phone in the past month.¹

Why the disconnect?

It's important to understand the three main kinds of distraction:

- 1. Visual:** Eyes on road
- 2. Mechanical:** Hands on wheel
- 3. Cognitive:** Mind on driving

Safe driving is about more than hands on the wheel and eyes on the road – it's about focusing solely on the task of driving. When drivers engage in two activities that require a great amount of mental focus, **the brain quickly switches between those tasks sequentially.** As a result, the brain suffers from inattention blindness.

As it switches its focus and attention back and forth, the brain loses its ability to process all the eyes see and **only a portion of the information is captured.** In this situation, **drivers look out the windshield, but do not see up to 50% of the driving environment.**⁴ In fact, the brain is so overloaded that not all critical driving cues such as red lights, stop signs and pedestrians are delivered to the brain.

DID YOU KNOW?

Cell phone use behind the wheel is a growing concern.

According to CTIA – The Wireless Association, in 1995, cell phone subscriptions covered only 11% of the U.S. population. By 2010, that number grew to 93%. As the number of cell phone users continues to increase, so does the number of drivers distracted by cell phones.

Most people understand the visual and mechanical distractions caused by texting behind the wheel. These are obvious distractions, as they take both the driver's hands off the wheel and eyes off the road.

But did you know:

- 2% of crashes involve texting behind the wheel, but 21% of crashes involve cell phone conversations (both hands-free and handheld)²
- At any given moment, 0.6% of drivers are visibly manipulating handheld devices while 9% of drivers are talking on cell phones³

For a white paper on cognitive distraction, visit thebrain.nsc.org.



Correcting Common Misconceptions

Talking on a cell phone, putting on makeup, eating fast food, tuning your radio or reading a map are all dangerous activities to do while driving. However, cell phone driving is a visual, mechanical and cognitive distraction. You must consider duration and frequency. While thousands of people use cell phones while driving, and conversations often last for several minutes.

Determining contributing factors for motor vehicle crash data is a challenge because not all police reports capture that data. NSC believes estimates surrounding cell phone crashes are likely conservative.

Passengers are a safety benefit for adult drivers as they act as an extra set of eyes. A passenger in a vehicle is aware of the driving situation and can adjust his or her conversation accordingly. However, the person on the other end of the phone call isn't present, so he or she cannot adjust the conversation when the driving environment becomes more challenging. Also, a cell phone conversation often carries a certain obligation of immediacy to respond.

Passengers are a safety benefit for adult drivers as they act as an extra set of eyes.

What you can do

If you are tempted to use your cell phone when driving:

- Change your voicemail greeting to indicate you are driving and will call back when safely parked
- Put your cell phone in your trunk or glove box
- Turn your cell phone on silent
- If you need to contact someone, pull over to a safe location and put your vehicle in Park

If you are a passenger and the driver wants to use a cell phone:

- Tell the driver you are uncomfortable with his or her cell phone use

If you are talking to someone who is driving:

- Ask the person to call you when he or she is parked in a safe location
- Tell the person you will call back later

Share this with your friends and family and visit **distracteddriving.nsc.org** for more information.





Journey to
safety excellence

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Campaign background

The National Safety Council and National Founding Sponsor Grainger are launching an outreach effort in September 2014, the *Journey to Safety Excellence* Campaign, to give businesses a compelling case to invest in safety and guide your customers through the continuous improvement process. The Campaign will offer measurement tools and easy-to-access resources to help companies keep their employees safe and healthy.

Find more information on the Journey to Safety Excellence[®] at grainger.com/journey.

Why should your customers sign up for this campaign?

Safety isn't just about wearing a helmet or holding a handrail. It's about designing a work process that maximizes job efficiency and minimizes putting workers at risk. Safety allows us to work smarter, benefitting our health and the company's bottom line. For your customers, this can mean:

- An increase in profitability
- Better employee retention
- Decrease in lost time from injury or illness
- Decrease in workers comp costs
- Improved employee morale
- And much more!

What your customers will get when they sign up

They will get access to **FREE** tools and resources that will help them develop and/or improve their workplace safety:

- An employee perception survey to deploy in their organization
- An incident rate calculator to evaluate risk
- Networking opportunities
- Educational videos
- Roadmaps for implementing common safety practices
- Statistics and infographics
- Regular email communication to keep them engaged and motivated

Give your customers the information they need to do what they do better. Encourage them to visit nsc.org/VIPJourney to become a Journey Campaign insider today. As an insider, they will be the first to receive access when new resources, blog articles and other rich content are released. They'll also be invited to "Join the Journey" prior to the official launch date so they can be the first to enjoy the many benefits of being "On the Journey" with **Grainger** and the **National Safety Council**.



National Safety Council
1121 SPRING LAKE DRIVE
ITASCA, IL 60143-3201
NSC.ORG



Your people are the heart of your business

Protect them at the workplace and beyond

We are all on a Journey, a cycle of continuous improvement toward the goal of zero injuries and illnesses in our workplaces.

The National Safety Council and National Founding Sponsor Grainger are launching an outreach effort in September 2014 - the Journey to Safety Excellence® Campaign - to give businesses a compelling case to invest in safety and support their efforts. The Campaign will offer measurement tools and easy-to-access resources to help keep your organization's employees safe and healthy.

NSC and Grainger are committed to helping all organizations, regardless of size or industry, progress on their Journey. We hope you will join us and lead with safety at your organization.

LEARN, MEASURE AND ENGAGE

Tools and resources

The new Journey to Safety Excellence website will house tools and resources to fuel your safety improvement. You'll find:

- A safety system self-assessment
- Educational videos
- An employee perception survey
- Roadmaps for implementing common safety practices
- An incident rate calculator
- Statistics and infographics
- Networking opportunities

You'll get a better understanding of the importance of integrating safety into business operations, be able to evaluate your current risk level and how you can improve, and connect with other organizations so you can learn and share best practices.

Take the first step

Become a Journey Campaign insider today, compliments of **Grainger**, at **nsc.org/VIPJourney**. You will be the first to receive access when new resources, blog articles and other rich content are released to help you continue to move forward on your own Journey to Safety Excellence.



The Journey to Safety Excellence

A model for workplace improvement

High performing workplaces all have something in common – they are all on a cycle of continuous improvement that aims for a sustainable reduction of risk with a goal of zero harm. At the Council, we call this the Journey to Safety Excellence – a proven method to integrate safety in driving operational excellence.

Using best practices of world-class organizations as well as independent research, NSC has identified four integrated pillars to help organizations realize safety excellence.



Leadership and employee engagement

Leaders foster a culture where safety is fully integrated in the business and is a core value where all employees are engaged and share responsibility.

Safety management systems

A strong safety management system is a framework of processes and procedures to ensure that work tasks are completed safely to achieve objectives.

Risk reduction

Risk is the combination of the probability of an event and the severity of the injury that may result. Risk is always present in the workplace and those organizations who actively strive to reduce it will outperform those who do not.

Performance measurement

To manage improvement, it is essential to have measurable goals to track performance, looking at leading and lagging indicators and how they are related.



The bottom line

Investing in safety is a sound business decision. Organizations that instill a culture of safety throughout all levels of their organization witness improvements in quality, efficiency and productivity.

Find more information on the **Journey to Safety Excellence®** at **grainger.com/journey**.

National Safety Council
1121 SPRING LAKE DRIVE
ITASCA, IL 60143-3201
NSC.ORG



Journey to
safety excellence

SPONSORED BY **GRAINGER**

Get your **customers** on the **Journey**

Inspire your customers to join the largest advocacy movement in workplace safety

Campaign background

The National Safety Council and National Founding Sponsor Grainger, are launching an outreach effort in September 2014, the Journey to Safety Excellence® Campaign, to give businesses a compelling case to invest in safety and guide your customers through the continuous improvement process. The Campaign will offer measurement tools and easy-to-access resources to help companies keep their employees safe and healthy.

WHY SHOULD YOUR CUSTOMERS SIGN UP FOR THIS CAMPAIGN?

Safety isn't just about wearing a helmet or holding a handrail. It's about designing a work process that maximizes job efficiency and minimizes putting workers at risk. Safety allows us to work smarter, benefitting our health and the company's bottom line. For your customers, this can mean:

- An increase in profitability
- Better employee retention
- Decrease in lost time from injury or illness
- Decrease in workers comp costs
- Improved employee morale
- And much more!

Give your customers the information they need to do what they do better. Encourage them to visit nsc.org/VIPJourney to become a Journey Campaign insider today. As an insider, they will be the first to receive access when new resources, blog articles and other rich content are released. They'll also be invited to "Join the Journey" prior to the official launch date so they can be the first to enjoy the many benefits of being "On the Journey" with **Grainger** and the **National Safety Council**.



WHAT YOUR CUSTOMERS WILL GET WHEN THEY SIGN UP

They will get access to FREE tools and resources that will help them develop and/or improve their workplace safety:

- An employee perception survey to deploy in their organization
- An incident rate calculator to evaluate risk
- Networking opportunities
- Educational videos
- Roadmaps for implementing common safety practices
- Statistics and infographics
- Regular email communication to keep them engaged and motivated



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How will you improve your 2014 business performance?

About the Campaign

The National Safety Council and its National Founding Sponsor Grainger are launching an outreach effort in September 2014, the Journey to Safety Excellence® Campaign, to give businesses like yours a compelling case to invest in safety and guide you through the continuous improvement process.

The Campaign will offer measurement tools and easy-to-access resources to help keep your organization's employees safe and healthy.

As a valued Grainger customer, you get complimentary access to the Safety System Assessment NSC developed that will allow you to evaluate your organization's safety practices compared to best practice standards and benchmark your results against other organizations.

With the NSC Safety System Assessment, you'll be able to:

- Determine your organization's strengths and areas for improvement
- Benchmark your results against more than organizations in the database
- Use your results to develop an improvement plan

What's the value in safety?

Safety isn't just about wearing a helmet or holding a handrail. It's about designing a work process that maximizes job efficiency and minimizes putting workers at risk. Safety allows us to work smarter, benefitting our health and the company's bottom line. This can mean:

- An increase in profitability
- Better employee retention
- Decrease in lost time from injury or illness
- Decrease in workers comp costs
- Improved employee morale
- And much more!

Take the first step to get the information you need to do what you do even better.

Start your assessment today, compliments of Grainger, at nsc.org/VIPJourney!

Measure. Plan. Improve.

It's just that simple!

Take the first step.

Go to nsc.org/VIPJourney to start your **FREE** assessment.

With the NSC Safety System Assessment, you'll be able to:

- Determine your organization's strengths and areas for improvement
- Benchmark your results against more than 500 organizations in the database
- Use your results to develop an improvement plan

Find more information on the **Journey to Safety Excellence®** at www.Grainger.com.



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Council



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safety excellence

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List of Properties



1 Rose Hill

of Alexandria is conveniently located only two miles to the Beltway. Rose Hill of Alexandria has 1, 2 & 3 bedroom apartments. Enjoy an apartment in Northern Virginia with amenities that include a tennis court, pool, fitness center, playground, picnic area with BBQ grills, dog run, and clubroom.

6201 Rose Hill Falls Way,
Alexandria, VA 22310
(703) 971-4600
www.roseshill-apts.com

Rose Hill
OF ALEXANDRIA



2 Bren Mar

is located in Alexandria just ¼ mile to I-395. Bren Mar offers 1, 2 & 3 bedroom apartments with a business center, fitness center, pool, picnic area with BBQ grills, and dog run.

6374 Beryl Road
Alexandria, VA 22312
(703) 354-5684
www.brenmar-apts.com

Bren Mar
Apartments

Gainsborough Court

APARTMENTS



3 Gainsborough Court

is situated in Fairfax close to I-66, Route 50, Route 29, and Route 123. Gainsborough Court offers 1, 2 & 3 bedroom apartments centered on a large open courtyard. Enjoy an apartment in VA with a pool, playground, and picnic area with BBQ grills.

3700 Jermantown Road
Fairfax, VA 22030
(703) 591-4643
www.gainsboroughcourt.com



Copperfield Square

is located in Fairfax close to I-66, Route 50, Route 29, and Route 123. Churchill Mews has spacious 3 bedroom townhouses with private backyards, playground, picnic area with BBQ grills, and pool.

Churchill Mews

is in Fairfax close to I-66, Route 50, Route 29, and Route 123. The Northern Virginia apartment community has 1, 2 & 3 bedroom apartments in a variety of unique floorplans, including two-levels. Amenities include a pool, picnic area with BBQ grills, and playground.



4 Tysons Glen

is centrally located in Tysons Corner less than a mile to I-66 and the Beltway. Set amidst a lush wooded backdrop, Tysons Glen offers 1, 2 & 3 bedroom apartments and townhomes with a fitness center, pool, playground, picnic area with BBQ grills, dog run, car wash, guest suite, and metro shuttle.

2250 Mohegan Drive
Falls Church, VA 22043
(703) 893-7771
www.tysonsglenapts.com

TYSONS GLEN
DEVONSHIRE SQUARE
APARTMENTS & TOWNHOMES



Devonshire Square

is in Tysons Corner less than a mile to the Beltway and I-66. This Virginia apartment community is within minutes of premier shopping and fine dining. Devonshire Square has 1, 2 & 3 bedroom apartments with a metro shuttle, pool, playground, picnic area with BBQ grills, guest suite, car wash, dog run, and fitness center.

Stuart Woods
APARTMENTS

5 Stuart Woods

is in Herndon just one mile to the Reston Town Center and convenient to the Dulles Toll Road, Fairfax County Parkway, and Leesburg Pike. Nestled on 32 wooded acres, Stuart Woods has 1 & 2 bedroom apartments with a tennis court, volley ball, pool, fitness center, business center, study, clubroom, playground, picnic area with BBQ grills, dog run, and jogging trail.

140_A Laurel Way,
Herndon, VA 20170
(703) 471-7464
www.stuartwoodsapts.com

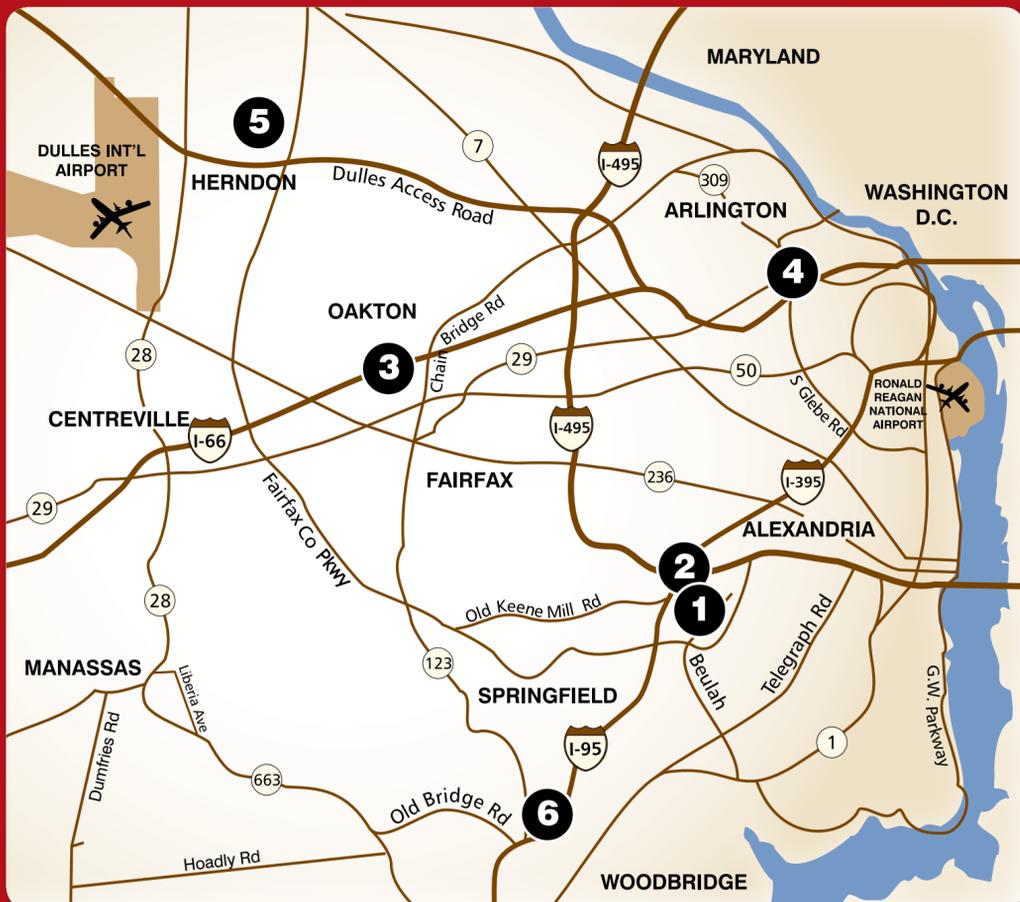


6 Woodlee Terrace

is in Woodbridge only ¼ mile to I-95 and walking distance to charming Occoquan. Situated on the scenic banks of a river, Woodlee Terrace offers efficiency, 1 & 2 bedroom apartments. Enjoy an apartment in Virginia with a fitness center, pool, playground, picnic area with BBQ grills, and business center.

12517 Gordon Blvd., Ste. 204
Woodbridge, VA 22192
(703) 494-4010
www.woodleetterraceapts.com

Woodlee
TERRACE
Apartments



Everywhere You Want to Be in Northern Virginia!

ONE MONTH'S RENT FREE!

This coupon entitles the bearer to a FREE first months rent of any Dwoskin Apartment and Townhome community at any of the 9 properties in the Northern Virginia area.

Make sure you clip this coupon and bring it with you when visiting and signing a 1-year lease at any Dwoskin community.

VALID THRU 7/30/08

Benefits and Features

Dwoskin apartment and townhouse communities provide a wealth of features and benefits specially designed to enhance and delight your living experience with us. Because we want this to be so much more than just an apartment or town home – when you live at a Dwoskin community ... you are home!

- **A refreshingly-clear swimming pool**, to revitalize your spirit and body, and to provide
- **State of the art Fitness Centers**, to work off the week's stress, to keep your body in tip-top health and optimal shape;
- **A Tennis Court, A Volleyball Court**, so you and your companions can have fun and exercise with the best that Northern Virginia has to offer;
- **A playground, A Picnic area with BBQ grills**, for the family to get together and enjoy on warm and sunny days;
- **A Dog Run & Jogging Trail**, so your pet can get exercise of have playtime and socialized with others in nature; so you can run alone or with a friend, away from traffic, while communing with nature.
- **A Business Center**, so that you can have as-you-wish access to fax and copy machines, computers for work or e-mail; to help you get your business done without having to pay additional for the privilege.
- **A Clubroom**, for special events, parties and family gatherings, or just hanging out with friends. And the lifesaver Guest Suite – for when friends and family unexpectedly drop in to visit, without you or they having to pay for the cost for a hotel room.
- **The Car Wash**, another unique amenity from Dwoskin that allows you to keep your car in optimal condition – without having to leave the community and pay for the privilege.
- **The Metro Shuttle**, an additional benefit which will save a ton in parking fees for commuters, enabling you to leave your car at home, (saving on gas) while being shuttled directly to the metro!

These unique features and benefits – uniquely designed to make your living at an A.J. Dwoskin apartment community above and beyond all the rest. You're invited to check out our communities to see for yourself what luxury living in Northern Virginia is really all about.

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The Dvoskin Story

A.J. Dvoskin & Associates, Inc., a real estate development and management company was formed by Albert J. Dvoskin in 1967. With 103 employees, the company is a fully integrated real estate company with acquisition, construction, property management, leasing and asset management capabilities. Mr. Dvoskin has been the Chief Executive Officer of the company since its organization.

Dvoskin's primary objective is to provide superb value to and service to our residents and to our local community. With a quality product in some of Northern Virginia's best locations, we uniformly reinvest in our properties to keep values strong and maintain attractive, desirable properties.

Family Has Always Been The Main Focus

A.J. Dvoskin & Associates, Inc., has been a leader in property management since 1967 – placing its main emphasis on “family.” The nine apartment and town house communities – which A.J. Dvoskin built himself – offer quality living with larger

units than are being built today - many of which have undergone renovations, including new heat pumps and kitchen cabinets, as well as updated appliances. Over 80% of the apartments include washers and dryers.

But most importantly, each of the nine Dvoskin communities are all located in close proximity to schools, shopping and interstates. The concept of “family” – that which makes it easiest for the family to conduct everyday living – has been completely thought of and provided.

Amenities include a swimming pool, tennis court, volleyball court, fitness center, jogging trail, business center, club room, metro shuttle, playground, and picnic area with barbeque grills. Many communities are pet-friendly and offer dog parks for pets. Apartment communities are located in Alexandria, Fairfax, Falls Church, Herndon and Woodbridge. Town house communities are located in Fairfax and Falls Church – all are ideal locations, close to where families live, work, shop and play in the heart of the Washington, D.C. metropolitan area.

A.J. DWOSKIN
& ASSOCIATES, INC.
REAL ESTATE DEVELOPMENT & MANAGEMENT
9902 Lee Highway, Suite 300
Fairfax, VA 22031

Adresse Name
4321 First Street
Anytown, State 54321

The Best of the Best

The Best Values: The Best Locations



Dear Future Dvoskin Resident,

It is said that home is where the heart is. But the truth is: *Home is where we feel most comfortable.* Close to where you work, shop and play – central to getting to just about everywhere ... and with everything you need: updated appliances, efficient heat and air conditioning, washer and dryer, updated kitchens, pool, playground, business center, fitness center – and that's just for starters.



In every Dvoskin apartment community, amenities abound – from the larger than normal room size, to the pristine-kept grounds, from the heart of Northern Virginia locations, to the better than normal values: These are apartment homes that really are home!

Best of all, these are apartment homes dedicated to the hectic life of today's families: close to top-rated schools and shopping – conveniently located near by interstates for easy on and off access to employment centers in Virginia, Maryland, and District of Columbia. And specifically designed with you in mind: quiet, well-constructed buildings, protecting you from the wind and inclement weather even before you reach your apartment door. Large entries and spacious living and dining rooms. Large, scenic windows that provide natural light into every room. In short: Just the apartment home you've been looking for!

Here's even better news: Come in and see for yourself how perfectly enchanting the Dvoskin apartment homes can be. Come take a tour with us today and we'll give you the first's month rent absolutely FREE. You'll find your “First Month's Rent FREE” coupon on the inside panel. Be sure to clip it out and bring it with you when you tour one of our gorgeous apartment homes!



Apartment Homes that are Really Home!

Experience Great Living!