This presentation outlines how Technica created a Global Healthy Workplace aligned with the aims of the World Health Organizations Model for action:

**By ensuring:**
- Leadership engagement: Support and integration
- Worker involvement

**To design and manage initiatives:**
- Which will protect and promote the health, safety and well being of all workers, along four components:
  → Physical Work Environment
  → Psychosocial Work Environment
  → Personal Health Resources
  → Enterprise Community Involvement

**To ensure that initiatives are:**
- Innovative
- Sustainable
- Replicable

**And to follow a continuous improvement cycle of:**
- Assessment
- Planning
- Action
- Improvement
1982
Foundation of Technica as a local family business
Workshop: 40m²
Staff: 4
Market: Local

2013
Technica has become a multinational company with global reach
Factory Area: 6,000m²
Staff: 140
Market: 30 Countries
Branches: 8
Mission
Our mission is to satisfy the need to automate the product handling of our customers, on the global market, by providing innovative and customized automated solutions and by integrating turnkey lines, designed to improve operation efficiency and to increase production capacity.

valued customers
We have build a base of 276 customers in 30 countries. We are also an approved vendor to most multinational companies.

primary packages
- Product conveyors
- Side grip elevators
- Mass flow conveyors
- Debaggers
- Accumulation tables (FIFO - loop - mass - row)

secondary packages
- Segregation units
- Spiral conveyors
- Continuous elevators
- Conveyor systems (roller - belt)
- Warehouse automation

pallets & heavy loads
- Palletizing lines
- Stretch wrappers
- Pallet conveyors
- Shuttle cars
- Pallet lifts
- Pallet management
Leadership Engagement, Support & Integration
Values and BHAG

The driver to this growth is the vision and the values of the founder:

“We will grow our company while promoting objectives which are good for the company as well as for its employees. What is good for the company must also be good for the community.”

(Tony Haddad, 1982)

These values were later embedded in the company and confirmed through milestones:

- 1985: ILO convention 161: “Establish occupational health services for all workers”.


- Jan 2011: HBR article by Michael Porter
Creating shared value:
“Companies create shared value when they enhance their competitiveness while simultaneously advancing economic and social conditions in the communities in which they operate.”

(Michael Porter - Mark Kramer)
Leadership Engagement, Support & Integration

Culture

Companies, same as individuals, need to have a soul and a culture to sustain growth.

We have created our own culture TASSCCQE:
- Innovation
- Time Respect
- Accountability
- Servant Leadership
- Safety Compliance
- Customer Orientation
- Cost Consciousness
- Quality Drive
- Environment Respect

our culture I TASSCCQE
Leadership Engagement, Support & Integration
Servant Leadership

Our managers are servants first, leaders second.

We have:
- A Servant Heart: We have genuine love for others
- A Servant Head: We set a clear vision
- A Servant Hand: Our behavior is a role model

Our organization structure is the inverted pyramid
(Ken Blanchard)

Managers are called to serve the front liners so that they can better serve the customers.
The first C letter of our culture stands for “Customer Oriented”.

We have developed for them a CSP “Customer Satisfaction Program”.

We view our employees as our internal customers and we have developed for them an ESP “Employee Satisfaction Program”.

Our employees are at the center of this program, and are involved and engaged.

ESP Program includes:
- Design of initiatives
- Evaluation of results by all the team
- Action plan for improvements
Worker Involvement
Organization Capital Survey

- Our employees provide their input through:
  → Focus Group discussions
  → 360° feedback program
  → ESQ (Employee Satisfaction Questionnaire)
  → Organization Capital Surveys
  → SER (Safety & Environment Improvement Request)
  → OFI (Opportunity for Improvement)
  → AWR (Award Request)

- The input is consolidated and analyzed

- Actions are decided and decisions are shared with the team

- An index (ESI) is created. It is a KPI in the HR process

Employee Satisfaction Index: (2.99/5)

Personal Satisfaction Index: 93%
Worker Involvement
Quest for Change

- Input from the team is the basis of our strategy and actions
- Engagement of the team was instrumental in the company turnaround in 2010:
  After 2 consecutive years of losses, we were able to go from EBIT -5% to an EBIT +15%
  The process was set in a general meeting:

- **Data Collection:**
  Collect input of all the team at all levels, of what went wrong

- **Gap analysis:**
  Analyze root cause and design actions

- **Quest for change:**
  Game of “Who Moved my Cheese” (Dr. Spencer Johnson)

- **Tough decisions were taken together:**
  → Freeze salaries and bonuses for 18 months
  → Cut layers of supervision
  → Empower the front liners
  → But no lay offs, except in case of mediocrity
  The team followed and was engaged
<table>
<thead>
<tr>
<th>Initiative in ESP</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design and implement “Safety Management System”</td>
<td>- Add to the organization structure “Safety Officer”</td>
</tr>
<tr>
<td></td>
<td>- 18001 Safety Standard Certification (September 2013)</td>
</tr>
<tr>
<td>Create a function “Safety Buddies”</td>
<td>- Safety auditors trained for factory as well as for sites inspection</td>
</tr>
<tr>
<td>Safety trainings for installation teams on customers safety requirements</td>
<td>Got “Approved Contractors” status from multinational companies: P&amp;G, Nestle, Unilever, Mars, Marai</td>
</tr>
<tr>
<td>Install safety cameras</td>
<td>- 24 hours monitoring and recording</td>
</tr>
<tr>
<td></td>
<td>- Hazards and unsafe behaviors are played back to the team</td>
</tr>
<tr>
<td>Ergonomic work environment study and implementation (LAU)</td>
<td>- Ergonomic chairs for all staff (70 chairs replaced)</td>
</tr>
<tr>
<td></td>
<td>- Operator work stations redesigned</td>
</tr>
<tr>
<td></td>
<td>- Factory ventilation system redesigned</td>
</tr>
<tr>
<td></td>
<td>- Noise study applied</td>
</tr>
<tr>
<td></td>
<td>- Study and training on correct postures for computer users</td>
</tr>
<tr>
<td>Fire alarms and fire fighting</td>
<td>- Fire alarm system for server room, offices and factory</td>
</tr>
<tr>
<td></td>
<td>- Fire fighting team defined, fire drills for all company workers</td>
</tr>
</tbody>
</table>
Physical Work Environment

Pictures
<table>
<thead>
<tr>
<th>Initiative in ESP</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance appraisal process</td>
<td>- Worker own self evaluation and manager’s evaluation</td>
</tr>
<tr>
<td></td>
<td>- Process of: set objectives, coach to perform, evaluate results, and</td>
</tr>
<tr>
<td></td>
<td>refine objectives</td>
</tr>
<tr>
<td>Personal Development plan (PDP)</td>
<td>- Online and interview assessment by an outside expert (exeed)</td>
</tr>
<tr>
<td></td>
<td>- Coaching plan developed for each with training for leaders</td>
</tr>
<tr>
<td></td>
<td>- Life coach assigned where needed</td>
</tr>
<tr>
<td>Sales team assessment</td>
<td>- Online and interview assessment of team by outside expert (WSM)</td>
</tr>
<tr>
<td></td>
<td>- Training plan established</td>
</tr>
<tr>
<td></td>
<td>- Sales targets and KPI defined</td>
</tr>
<tr>
<td>Profit sharing</td>
<td>- 5% of company profits are distributed to the team</td>
</tr>
<tr>
<td></td>
<td>- Recognition of their contribution to creating value to the company</td>
</tr>
<tr>
<td>Financial assistance and security</td>
<td>- Agreement with our bankers to provide up to 7 months short term</td>
</tr>
<tr>
<td></td>
<td>loans and long term loans for housing</td>
</tr>
<tr>
<td></td>
<td>- Loan guaranteed by company</td>
</tr>
<tr>
<td>Technica membership</td>
<td>- Agreement with all our suppliers to grant our special discount to all</td>
</tr>
<tr>
<td></td>
<td>our employees</td>
</tr>
<tr>
<td></td>
<td>- Agreement with major outlets to provide special quantity discounts</td>
</tr>
</tbody>
</table>
### Psychosocial Work Environment

#### Initiatives

<table>
<thead>
<tr>
<th>Initiative in ESP</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equal employment opportunities</td>
<td>- 25% girls, 75% boys</td>
</tr>
<tr>
<td></td>
<td>- Top management: 50% women</td>
</tr>
<tr>
<td>Working hours for mothers</td>
<td>- Flexible hours for mothers. Option to work from 8:00 A.M. till 4:00 P.M.</td>
</tr>
<tr>
<td></td>
<td>- Leave in case of need at home with no prior notice</td>
</tr>
<tr>
<td>Job security</td>
<td>- Strict policy of no lay off for reasons of loss of sales or profits.</td>
</tr>
<tr>
<td></td>
<td>- Lay off only for breach of values or unwillingness / in capacity to develop and train to meet job competencies</td>
</tr>
<tr>
<td>Life insurance</td>
<td>- Personal accidents and life insurance with legal heirs as beneficiary</td>
</tr>
<tr>
<td>Focus groups</td>
<td>- Annual meetings by groups to evaluate ESP</td>
</tr>
<tr>
<td></td>
<td>- ESP owner: HR manager, collects feedback, sets action plan</td>
</tr>
<tr>
<td>360° feedback</td>
<td>- Outside consultant to conduct survey</td>
</tr>
<tr>
<td>Opportunities for the disabled</td>
<td>- 5 technicians with hearing disability</td>
</tr>
<tr>
<td></td>
<td>- 1 worker with low mental capacity</td>
</tr>
<tr>
<td></td>
<td>- They participate to all activities and training via specialized translator</td>
</tr>
<tr>
<td></td>
<td>- Are hard workers and increase motivation of team</td>
</tr>
<tr>
<td>Multinational employment policy</td>
<td>Workers from different nationalities and cultures</td>
</tr>
<tr>
<td></td>
<td>India (5), Egypt (3), Nepal (1), Syrilanka (1), Palestine (11), Syria (3), Soudan (3), Nigeria (2) Philippines (1)</td>
</tr>
</tbody>
</table>
## Psychosocial Work Environment Initiatives

**Global Healthy Workplace Initiative in ESP**

<table>
<thead>
<tr>
<th>Initiative in ESP</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company day out</td>
<td>- Yearly outward activity for all the company: games, lunch, activities</td>
</tr>
<tr>
<td></td>
<td>- Bonding relation between leadership, management and workers</td>
</tr>
<tr>
<td>Music club and concerts</td>
<td>- Develop musical talent of team</td>
</tr>
<tr>
<td></td>
<td>- Concerts, yearly Christmas concert and mass</td>
</tr>
<tr>
<td>Recognize and reward achievements</td>
<td>- Technica award for innovation and initiatives</td>
</tr>
<tr>
<td></td>
<td>- SER award (Safety and Environment Request Improvement)</td>
</tr>
<tr>
<td></td>
<td>- OFI award for the highest contribution</td>
</tr>
<tr>
<td></td>
<td>- “Sharing for Learning” initiative</td>
</tr>
<tr>
<td>Policy for compensation scheme</td>
<td>- Salary scale based on HAY methodology</td>
</tr>
<tr>
<td></td>
<td>- Survey for compensation (HR Club)</td>
</tr>
<tr>
<td></td>
<td>- Policy to set our compensation 10% higher than similar industries</td>
</tr>
<tr>
<td>“Organization Capital” survey</td>
<td>- Conducted for all employees</td>
</tr>
<tr>
<td></td>
<td>- Results posted</td>
</tr>
<tr>
<td></td>
<td>- Index created and is KPI in HR process</td>
</tr>
</tbody>
</table>
Psychosocial Work Environment

Day out in Byblos City

Christmas concert

Safety training with assistance of translator for hearing disabled

Personal Development Plan

For
Mrs. Iman Helu
Human Resources Manager
July 2012
## Personal Health Resources

### Initiatives

<table>
<thead>
<tr>
<th>Initiative in ESP</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>No smoking environment</td>
<td>- Many workers reduced or dropped smoking</td>
</tr>
<tr>
<td>Encourage physical exercise and sports</td>
<td>- Free membership at local club for sports fan</td>
</tr>
<tr>
<td></td>
<td>- Basketball and football team</td>
</tr>
<tr>
<td></td>
<td>- Inter company tournaments</td>
</tr>
<tr>
<td>Encourage healthy eating habits</td>
<td>- Outside expert dietician to assess and recommend diet plan</td>
</tr>
<tr>
<td></td>
<td>- Monitor main indicators and record progress</td>
</tr>
<tr>
<td>Company Doctor</td>
<td>- Periodic routine checks for specific positions</td>
</tr>
<tr>
<td></td>
<td>- Vaccination plan</td>
</tr>
<tr>
<td></td>
<td>- Secure special medication in times of crisis (SARS out break)</td>
</tr>
<tr>
<td>First aid training</td>
<td>- 14 hours training plan of RED cross</td>
</tr>
<tr>
<td></td>
<td>- Special training for accidents at home</td>
</tr>
<tr>
<td>Blood donations</td>
<td>- Database of blood types for all workers</td>
</tr>
<tr>
<td></td>
<td>- Mobile numbers for emergency donations</td>
</tr>
<tr>
<td></td>
<td>- Blood donation day (Donner sang compter)</td>
</tr>
</tbody>
</table>
Healthy day
Technica
6 September, 2011

Giving Blood
“Donner Sang Compter”

Mots:
To create a community atmosphere, Technica decided to organize a blood donation event. This is a great opportunity to encourage people to contribute to the common welfare of society by donating blood voluntarily.

Benefits of donating blood:
- You can donate blood if you are between the ages of 18 to 60 and weigh at least 50 kg, for men, and at least 45 kg for women.
- You cannot donate blood if you:
  - Have blood cancer, blood dyscrasias, or blood disorders;
  - Have had a blood transfusion or blood product within the past year;
  - Have had a solid organ transplant;
  - Have had radiation therapy or chemotherapy in the past year;
  - Have had invasive intracranial surgery in the past year;
  - Have had a blood clotting disorder or a known bleeding disorder;
  - Have had a blood disorder or a blood clotting disorder in the past year.

Blood-Brothers Bracelet

You can donate blood if you:
- Have blood cancer, blood dyscrasias, or blood disorders;
- Have had a blood transfusion or blood product within the past year;
- Have had a solid organ transplant;
- Have had radiation therapy or chemotherapy in the past year;
- Have had invasive intracranial surgery in the past year;
- Have had a blood clotting disorder or a known bleeding disorder;
- Have had a blood disorder or a blood clotting disorder in the past year.

Blood donation can be a life-saving act. It helps save lives and can be a rewarding experience. It is a great way to contribute to the community and help those in need.
## Enterprise Community Involvement

### Initiatives

<table>
<thead>
<tr>
<th>Initiative in ESP</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repair and asphalt the village road</td>
<td>- 5KM of road to the factory and neighboring village repaired and asphalted</td>
</tr>
<tr>
<td>Assist local university</td>
<td>- Contribution to local university (CNAM) by 5% of our yearly purchases collected from our suppliers and amount doubled by Technica</td>
</tr>
<tr>
<td></td>
<td>- Invited other industrialists to do the same and replicate</td>
</tr>
<tr>
<td>Cooperation with university</td>
<td>- Sponsoring of final year projects and financing with salaries to engineers</td>
</tr>
<tr>
<td></td>
<td>- Training hub for graduating engineers with opportunity for employment for good trainees</td>
</tr>
<tr>
<td>Sharing of blood types database</td>
<td>- Share our database with local hospitals for emergency donations</td>
</tr>
<tr>
<td>Forestation</td>
<td>- On our 30th anniversary, plant a tree in name of our stake holders, with GPS coordinates</td>
</tr>
<tr>
<td></td>
<td>- Plant a tree for each new order, 500 trees will be planted in 2012-2013</td>
</tr>
<tr>
<td></td>
<td>- Campaign with fellow industrialists to replicate</td>
</tr>
<tr>
<td>Jeita campaign</td>
<td>- Campaign to vote for our Jeita Grotto in the new 7 Wonders of the World</td>
</tr>
<tr>
<td></td>
<td>- Company paid sms voting charges and gave break to all staff to vote</td>
</tr>
<tr>
<td></td>
<td>- Easy link by our IT department to facilitate vote and forward to contacts, asking them to vote and forward (create a chain)</td>
</tr>
<tr>
<td>Waste Recycling</td>
<td>- Segregate waste and despatch to recycling centers</td>
</tr>
<tr>
<td></td>
<td>- E waste recycling initiative</td>
</tr>
<tr>
<td>Solar Power</td>
<td>- 10 years long term loan to generate solar power and preserve environment</td>
</tr>
<tr>
<td>Green pledge</td>
<td>- We signed the green pledge as an engagement to become an environmental friendly company by green behavior</td>
</tr>
</tbody>
</table>
FORESTATION CERTIFICATE

This is to certify that on behalf of

Global Healthy Workplace Awards & Summit 2013

Technica has contributed
to the forestation of Lebanon by planting a Cedar tree

GPS Coordinates: 34°03.626'N 35°53.389'E
March 2013

Mr. Raoul Nehme
Mr. Tony Haddad

Pledge for Corporate Environmental Responsibility

تعَمَّد من أجل المسؤولية البيئية لقطاع الأعمال

- Minimize waste by evaluating operations and ensuring they are as efficient as possible.
- Minimize toxic emissions through the selection and use of its fleet vehicles and the source of its power requirements.
- Source and promote a product range to minimize the environmental impact of both production and distribution.
- Comply or exceed all the environmental legislation that relates to the Company.
- Accepts responsibility for the harmful effects its operations have on both the local and global environment and is committed to reducing them.
- Measure its impact on the environment and set targets for ongoing improvement.
- Raise awareness of its staff on environmental issues and enlist their support in improving the Company’s performance.
- Encourage the adoption of similar principles by its suppliers, clients, and community at large.

- نقلل النفايات من خلال تقييم العمليات، وضمان أنها معقولة ودائرية.
- نقلل من الانبعاثات السامة من خلال اختيار البضائع البيئيه.
- تضنى وتروى مجموعة من المنتجات لقليل الأثر البيئى في كله من الأنتاج والنشر.
- تلتزم أو تتجاوز جميع التشريعات البيئية التي تتعلق على الشركة.
- يقبل المسؤولية من الأثار الضارة الناتجة عن عملياتها على البيئة المحلية والعالمية والالتزام بالحدود المذكورة.
- يقيس تأثيره على البيئة ووضع أهداف تتقدم من خلال مشاركته أعضاء الشركة.
- يجذب الموظفين إلى اعتماد معايير عالمية من جانبهم.
- تشجع على اعتماد معايير عالمية من جانب همزة والعملاء والمجتمع.
Innovative Initiatives
Innovation Culture

- Some people see things happening and ask “why”. We imagine things that could happen and ask “why not”

- The missing “I” in our logo reflects the innovative drive

- Innovation is reflected in moving from “Responsibility” to “Value Creation” (from CSR to CSV)

- Initiatives become fun games to drive results.

- Innovation is also reflected in involving our suppliers and stake holders in our healthy workplace program
This effort is not a one time project.

To ensure sustainability, we have created a “healthy workplace programs committee”.

The committee consists of: (From left to right) HR Manager, Quality Manager, Strategy Management Officer, and Safety Officer.

The committee reports directly to the GM.
# Sustainable Initiatives
## Strategy Map 2013

**Mission**

Our mission is to satisfy the need to automate the product handling of our customers, on the global market, by providing innovative and customized automated solutions and by integrating turnkey lines, designed to improve operation efficiency and to increase production capacity.

**Vision**

| Image | Maintain a leadership position as a manufacturer of quality equipment and innovative solutions provider in the Middle East.
| Market Growth | Expand our market to global level and become a recognized global supplier by 2014.
| SFO | Transform Technica into a strategy focused organization by 2015.
| Company Growth | Sustain growth in revenue and profitability and double the size of the company by 2020.

**Financial**

- Maximize asset utilization
- Maintain positive cash flow cycle
- Maintain growth in profits
- Reduce operation cost
- Sustain company growth through strategic investments

**Customer**

- Develop customer oriented and bonding relations
- Ensure excellent support to the customer
- Develop and optimize solutions within our core competencies
- Reflect an image of quality and excellence

**Processes**

| Achieve Operation Excellence | Optimize the supply chain cycle
| Minimize cost of production
| Improve the quality and aesthetics of the products
| Increase Customer Value |
| Develop markets in new territories
| Develop the food and pharma sectors
| Grow customer satisfaction and loyalty
| Enhance customer profitability
| Increase the revenue from spare parts and services
| Drive Innovation |
| Develop an R&D process for product innovation
| Optimize the product realization process
| Create Shared Value |
| Respect the environment
| Improve health and safety conditions
| Create shared value for the community

**Learning & Growth**

- HR Capital: Develop competencies and strategic skills, attract and retain talent, ensure proper succession, increase the employee satisfaction.
- IT Capital: Ensure a reliable secure and efficient infrastructure, capitalize on technology to boost performance.
- Organization Capital: Ensure strategy awareness and alignment of the organization, establish a culture and values driven company.

**Values (RISER)**

- Recognition: We strongly encourage and reward innovation, creativity and personal initiative.
- Integrity: We build long term relations with our stakeholders, our suppliers and our customers based on trust, loyalty and mutual support.
- Servant Leadership: We are Servant Leaders. We cultivate rich relation with our team, based on mutual respect, and we develop their personal and professional skills.
- Excellence: We are committed to deliver quality and excellence in everything we do.
- Responsibility: We care for the welfare of our society and for the protection of our environment.

**Culture**

Replicable Initiatives
Sharing our Culture

- Our ambition is to be a role model and duplicate our system in other communities
- Our culture is made public and visible at the entrance for visitors
- Ministry of industry requested copies to post them in the ministry
- Multinational companies requested and received copies
In 2010, Technica was awarded the LEA, “Lebanese Excellence Award”
This is administered by the European community to companies meeting excellence standards.

Technica then initiated the “HR club”. Today it has 32 members.
We share data and surveys of compensation plans, culture elements, quality measures.
Final report is prepared and diffused by our HR Manager

- We campaign our initiatives and invite the members to replicate
We follow the PDCA Deming model to manage our processes, activities and initiatives.

**Assessment:**
System efficiency is assessed through:
- Focus group discussions
- 360° feedback
- Organizational capital surveys
- Input from OFI’s (Opportunity for Improvement)
- Input from SER (Safety and environment improvement request)

**Planning:**
Initiatives are planned and reviewed in:
- Operational department meetings (monthly)
- Strategy review meetings (Quarterly)
- Management and safety review meetings (semi annually)

**Monitoring:**
- Software “Q-Pulse” is used to track and manage the implementation. The software includes modules for:
  - OFI process
  - SER process
  - AWR process (Technica Award)
To sustain a global healthy workplace and environment, we have entrenched this philosophy in the behavior of our team:

- Profit is not the driver of our company

- Profit is the **applause** the company gets from our **satisfied customers**, when they are served by our **highly motivated team**

HOD’s in training: Leadership and team building
Thank you