

INTELEX

CASE STUDY



Coats and the Journey to
Zero: How Intelelex Supports
a Global Safety Culture

Coats is a world leader in thread manufacturing and structural components for apparel and footwear, as well as an innovative pioneer in performance materials. With a history dating back to the eighteenth century, when the Clark and Coats families founded the weaving and textile industries of Paisley, Scotland, Coats has grown into a FTSE250 company with over 17,000 employees on six continents. Coats provides threads for everything from conventional apparel to safety-critical products like automotive airbags and hot air balloons as part of its mission to connect talent, textiles and technology for a better, more sustainable world.

Managing health and safety for a global business requires a safety culture built on a common EHS strategy. “The health and safety of our employees is our highest priority,” says Andrew Morgan, Group Health and Safety Director at Coats. “Measuring our safety progress is at the top of the agenda for every management meeting.” Coats’ Journey to Zero strategy is an approach to creating a comprehensive global safety culture that makes the entire organisation a safe place to work for every employee.

To support Journey to Zero, Coats looked to Intelix to provide data solutions and structured safety workflows. The result has significantly improved rates related to reporting, corrective actions and incidents. “The use of Intelix to record, alert and track each of these in a structured workflow has been a major part of the success of this programme,” says Morgan. “Key to this has been having Coats employees working directly with the Intelix tool so that the H&S professionals do not become the system administrators.”

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Group Health and
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Data Demands in a Global Organisation

To ensure accurate reporting and investigation as part of its global Journey to Zero strategy, Coats' global H&S director proposed a technology platform that could support the safety culture at every location worldwide. "The most important pain point when it comes to fulfilling our EHS mission is the cultural aspect," says Morgan. "With time, we have realised that the best way to fulfil our EHS mission effectively is to drive the culture among employees to report incidents and hazards freely so that actions can be taken promptly to avoid similar happenings."

Data and reporting have always been critical components of the safety culture at Coats, but with a global organisation, the demands of collecting and managing that data consumed significant resources. "Before Intelex, numbers were collected on a global scale and reported monthly," says Morgan. "It involved manual data entry by site-level employees and manual work by the global team to put the data together. It was time consuming, and the probability of errors was high due to manual work."

Journey to Zero at Coats is more than simply a new technology platform. It is a rigorous approach to creating a culture of safety across operating sites in many different countries around the world. To support that approach, Coats is using several Intelex applications, including EHS Incident Management and Behaviour-Based Safety, as well as several environmental applications to support its sustainability goals, including Compliance Tracking, Environmental Aspects and Impacts, Action Plans, Permits Management and Water Quality Management.

The Intelex Incident Management application has played an essential role in supporting the new global safety culture by streamlining the reporting and approval process involved with incidents and actions. "Incident Management has helped us reduce the amount of single-paged documents created for each incident, and it has completely eliminated the spreadsheets we maintained for tracking actions," says Morgan. "Above all, this application has given the leadership team visibility into the current scenarios and incidents at individual sites, all within Intelex."



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Finding Success on the Journey to Zero

Intelex has been a key technology element of Coats' Journey to Zero strategy, contributing to successful results like seamless reporting and visibility of incidents, which allows stakeholders to get insights into planning the annual global safety initiatives. "We had a tremendous increase in the identification of improvement actions," says Morgan, "which in turn has resulted in a reduction in the number of injuries or other incidents."

The data since 2018 tells the story of Coats' safety success:

- Near misses reporting rate: **+33%**
- Hazard reporting rate: **+36%**
- Improvement actions completed rate: **+55%**
- Corrective actions closed within 30 days: **+89% from 39%**
- Work-related incident rate: **-35%**
- First-aid incident rate: **-10%**

According to Morgan, the work to increase the rates for the first four items has been instrumental in reducing the work-related and first-aid incident rates. "The leading and lagging indicator dashboards that we set up in the system allow users at multiple levels of the organisation to track their performance and rapidly identify any areas of concern. They are used continuously."



The performance improvements have been particularly noticeable across the global organisation. “We can easily compare data across different areas of the business, such as geography or divisional structure,” says Morgan. “These can highlight areas of behavioural differences that can lead to insights about where to target bespoke training activities and the like.”

Beyond the metrics, Intelex has supported Coats’ safety culture at the front lines. According to Morgan, Intelex has helped streamline the communication process and provides stakeholder visibility into what is happening with the frontline workers at every location worldwide. “The discipline of a standardised reporting system has really helped ensure that the safety culture across our units has become more aligned to our global strategy,” says Morgan. “We get a great benefit from the automated email alerts, especially those relating to incident reports, on a weekly basis, as this ensures that senior managers across large organisations can be rapidly brought up to date with incidents and can decide whether to intervene early in the process.”

Apart from day-to-day approaches to safety, Intelex has contributed to the organisation’s overall resiliency in times of disruption. “The ability to generate bespoke data collection and rapid reporting was of significant benefit when faced with a new and significant health issue in the form of COVID-19,” says Morgan. “I can see that our very active approach to managing the pandemic was greatly supported by having the system in place.”

Continuing the Journey Through Learning and Data

With Journey to Zero well underway, Coats is looking to the future to implement what it’s learned from its successes. “We are now focusing on using the transparency we get through Intelex to drive greater sharing of experience across our operations so we can spread what we’ve learned across units with similar processes,” says Morgan. “We are also looking to extract more insights from Intelex data to proactively drive safety improvements in our operations.”

As data-driven safety becomes more complex and the global environment continues to adapt to social and economic disruption, Intelex is helping to support Coats’ dynamic safety culture as part of the Journey to Zero.



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For over 30 years, Intelex has been making a difference in the world by helping our 1,400 customers achieve safer, more sustainable operations. Our web and mobile solutions streamline and simplify environmental, safety, quality and risk management, empowering organisations to meet the challenges of an increasingly complex marketplace while minimizing negative social, environmental and human impacts. Intelex is proud to be an operating company of Fortive Corporation, which provides strength in numbers, strength in skills and perspectives and strength in our shared conviction to make an impact.