



IPLOCA Safety workshop Safety excellence lead to Operational Excellence & Sustainable Growth



| June 23rd ,2016

| Geneva

| Nicolas BROCHERIEUX – Account leader & Senior Consultant



Agenda

- 1. DuPont Sustainable Solutions**

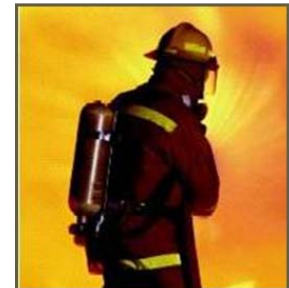
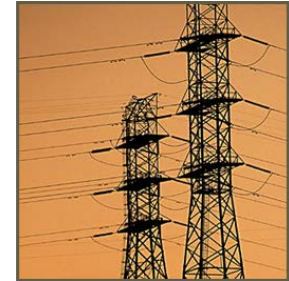
2. DuPont approach to safety culture & safety excellence

3. Questions & answers

E.I Du Pont de Nemours



- Core values: Safety, ethics and respect for people and the environment
- \$25 Billion global revenues in 2015
 - **DuPont Sustainable Solutions is the Consulting Business**
- 240 operating facilities in 45 countries with 60,000 employees
- Worldwide reputation for industrial safety
- DuPont applies a single RC/PSM management system worldwide



DuPont Core Values



- Safety & Health
- Environmental Stewardship
- Highest Ethical Standards
- Respect for People



“Our commitment is Zero”

Safety contact
Driving is a very demanding task
Roads are dangerous



Road traffic injuries represent almost a quarter of all injury mortality, standing as the **leading cause**.

When entering your car, you are entering a risky environment

To face this situation, you need to be **100%** focused on driving

Safety contact

Driver Distractions

- A driver's primary responsibility is the safe operation of the vehicle, and no activity (distraction) should interfere with that responsibility.
- Driver distractions come in many forms:
 - **Visual distractions outside the car**
 - Reaching for objects in the car
 - Eating, drinking
 - Smoking
 - Changing the radio or CD player
 - Texting or talking on a mobile phone
 - Setting the navigation system
 - Talking with a passenger
 - Reading a map
 - Fatigue
 - Many others....

LOOK!
A Distraction!



Safety contact

Fatigue



- Fatigue often leads to driver inattention (distraction) and increased reaction time, which increases the risk of a collision.
- The driver should do whatever is appropriate to allow himself or herself to complete the trip safely.

▪ The following list includes some causes of driving fatigue:

- Driving after consuming a large meal.
- Driving long distances at highway speeds (i.e., highway hypnosis).
- Driving long distances without getting proper breaks (Some experts suggest breaks every two hours.)
- Driving several hours after a full day of work.
- Driving without adequate ventilation and temperature control.
- Ingesting various medications or controlled substances.
- Insufficient rest or sleep.
- Maintaining an improper driving position behind the wheel



Consulting Solutions

Applying over 200 years of real-world experience and science-driven innovation to deliver integrated solutions for safety, productivity, and environmental performance improvement

OPERATIONAL RISK MANAGEMENT

OPERATIONS EXCELLENCE

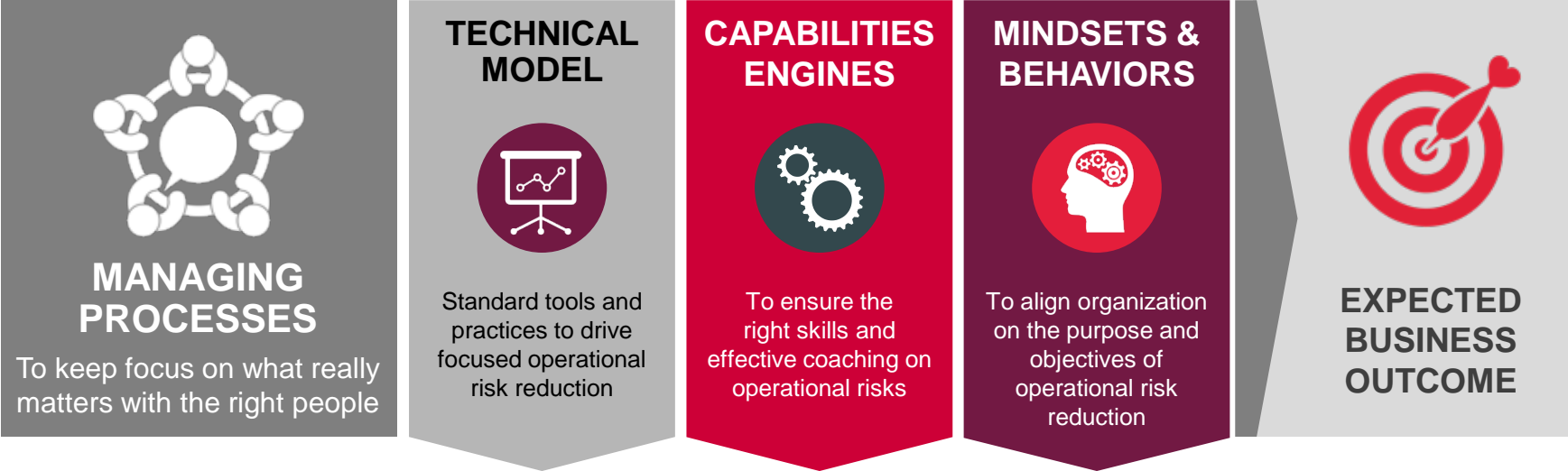
CAPABILITY BUILDING

COMMUNICATION & CULTURAL TRANSFORMATION

DuPont Operational Excellence

Implementing an Integrated Approach with People as the Foundation

DuPont Production System Framework





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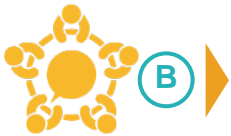
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DuPont recognises that there are four key components for achieving Safety Excellence



- **Culture of Anticipation**
(how risks are understood by people and systematically addressed)



- **Culture of Openness and Collaboration**
(how people work together and support each other)



- **Operational Discipline**
(how following the rules is transformed into organisational pride)



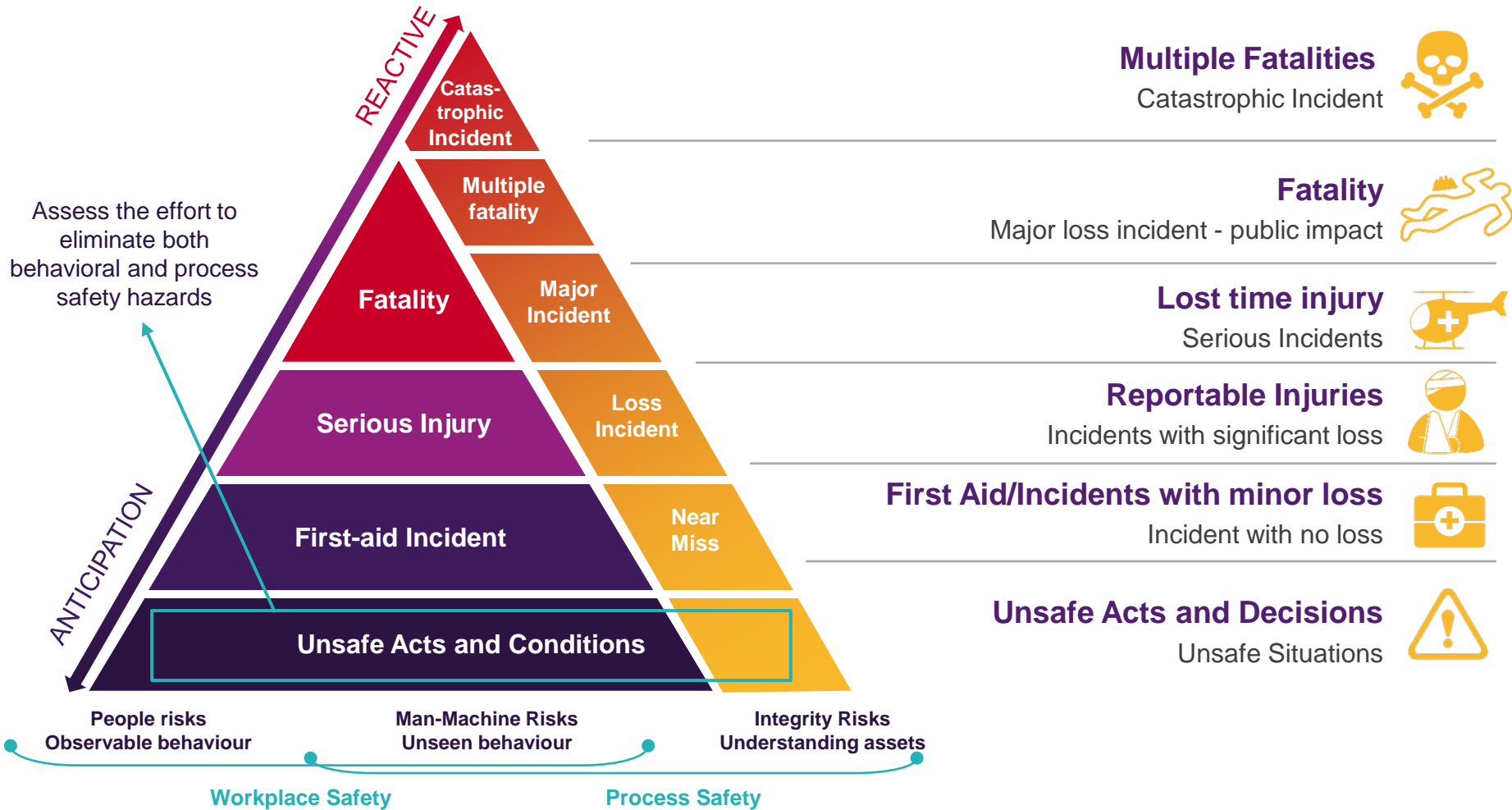
- **Integrated Management System**
(cultural and risk based elements meshing together)

Understanding the relative performance of the organisation in relation to these Key Ingredients. This is central to designing an intervention that will bring about sustainable improvement.





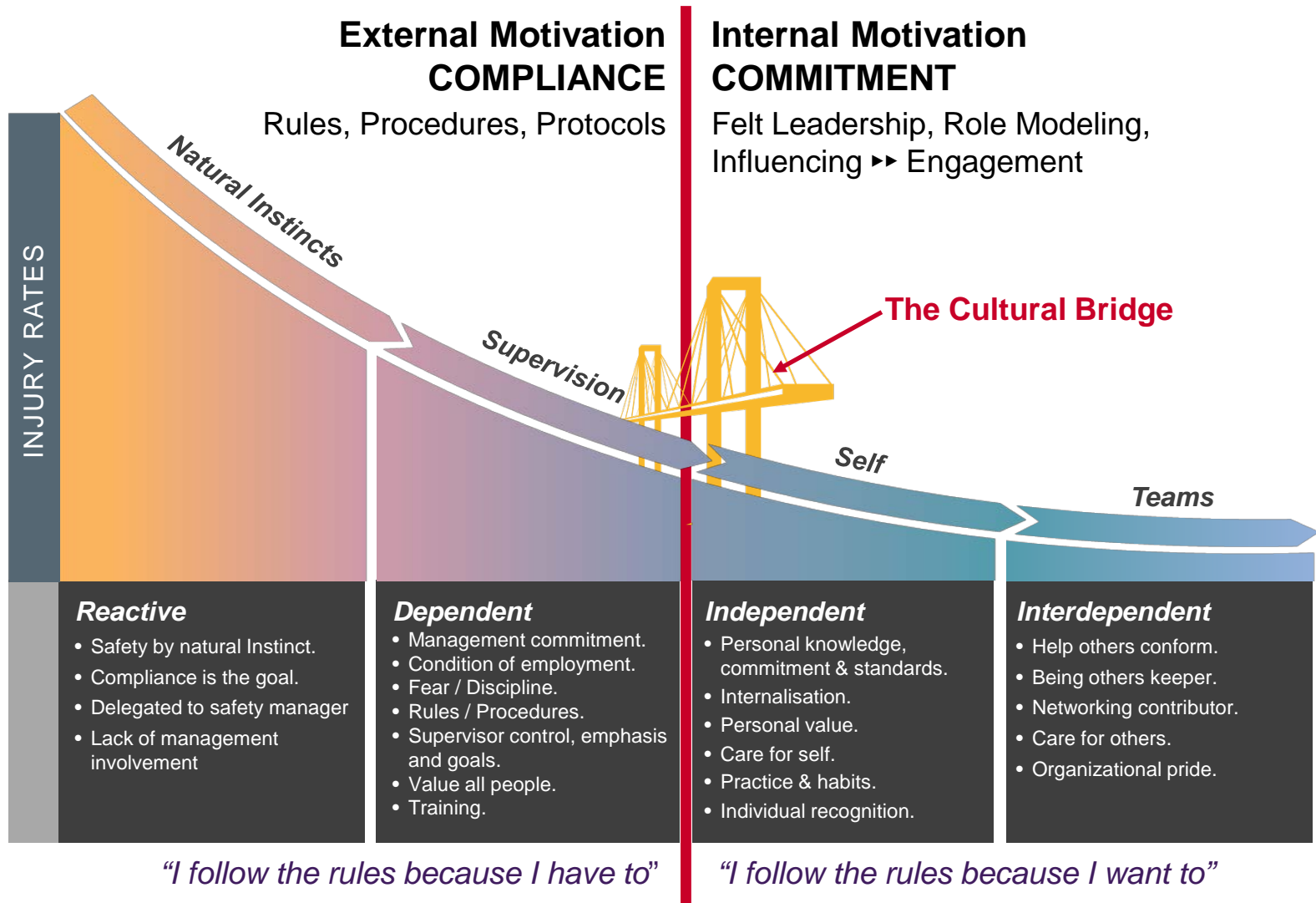
A Culture of Anticipation





B

Building a Safety Culture is a journey





B Culture of Openness and Collaboration



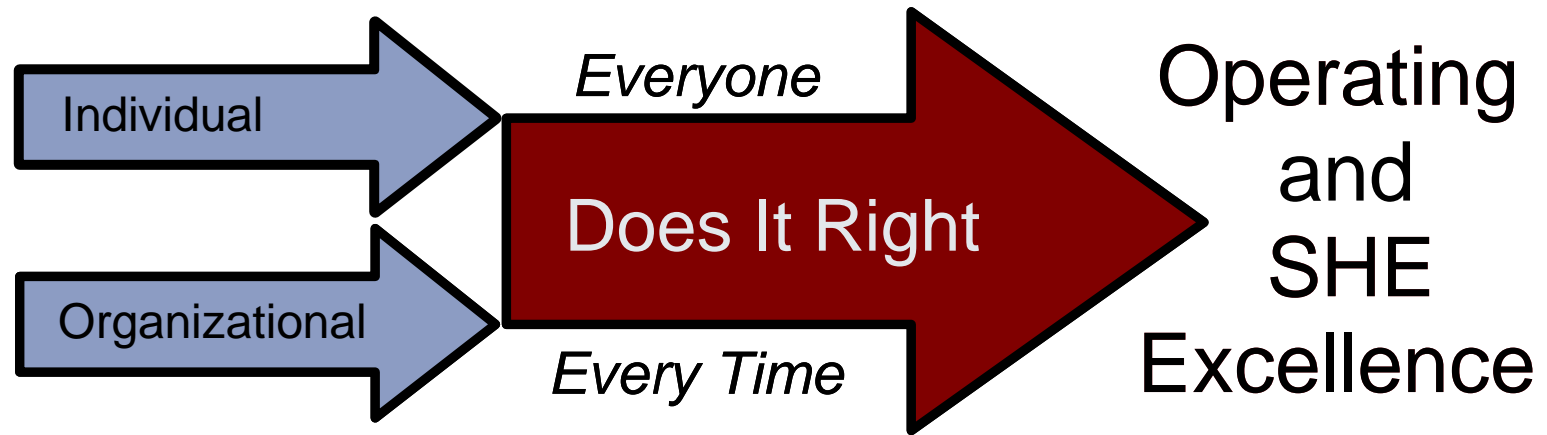
Coaching & Feedback

Being willing and open to give and receive feedback, listen to ideas and concerns and coach people to reach their potential are key traits to embed.





Create organization ownership Operational Discipline

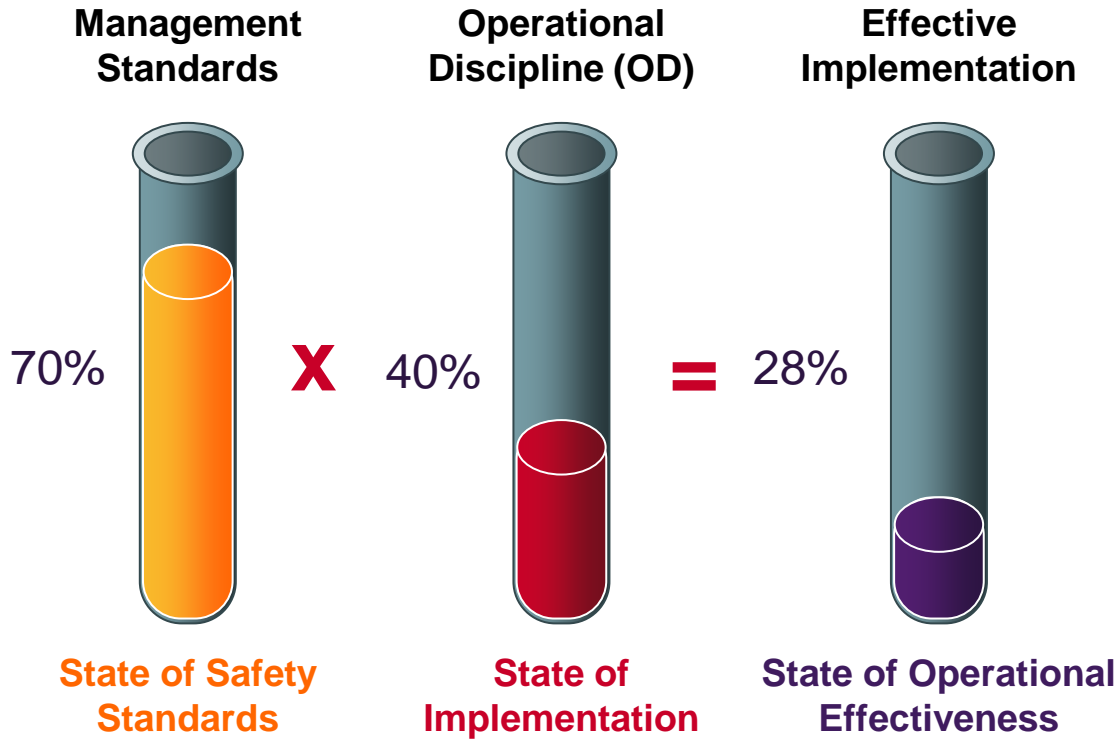


⇒ Individual
I am knowledgeable and aware of the risks associated with my activities, and I'm committed to perform each task, the right way, every time.

▪ Organizational
The total dedication and commitment by every member of an organization to establish the correct work practices and to carry out each task, the right way, every time.



© Operational Discipline





DuPont Safety excellence elements

12 Cultural foundations elements





D

DuPont Integrated Management system – 22 Elements of safety for achieving Safety excellence



Cultural Elements

- Leadership
- Structure
- Process & Actions

Risk Based Elements

- Facilities
- Personnel
- Technology





Our safety journey for a sustainable safety culture transformation



Examine culture and safety processes & systems

- Perception
- Organization & Structure
- Policies & Processes
- Performance analysis
- How work gets done - Execution

Develop the change plan

- What must be done?
- When must it be done?
- By whom?
- How?
- Assign accountability

Sustain the change / Keep it current

- Audit to maintain progress
- Create a learning and development curriculum

Get management commitment to change

- Understand current state and performance reasons
- Gain a common perspective of what change is necessary
- Prioritize change actions
- Mobilize the organization

Make the changes

- Guide process teams in design and development
- Craft appropriate training
- Rollout changes
- Train staff
- Measure Results



Culture Transformation

The focus on culture will deliver activities that develop the three cultural ingredients together with compelling communication.



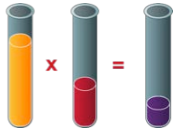
Risk Anticipation

- Sharing industry incidents
- Involvement in risk profile
- Engage in risk perception discussions
- Encourage application of risk mitigation ideas



Coaching and Feedback

- Reinforcement of new skills acquired
- Building in feedback and reflection
- Encouraging open reporting of concerns



Operating Discipline

- Visualisation of controls
- Engagement to observe and discuss deviations
- Role modelling and leadership dialogues



Communication

- High Impact
- Affective
- Reinforcing

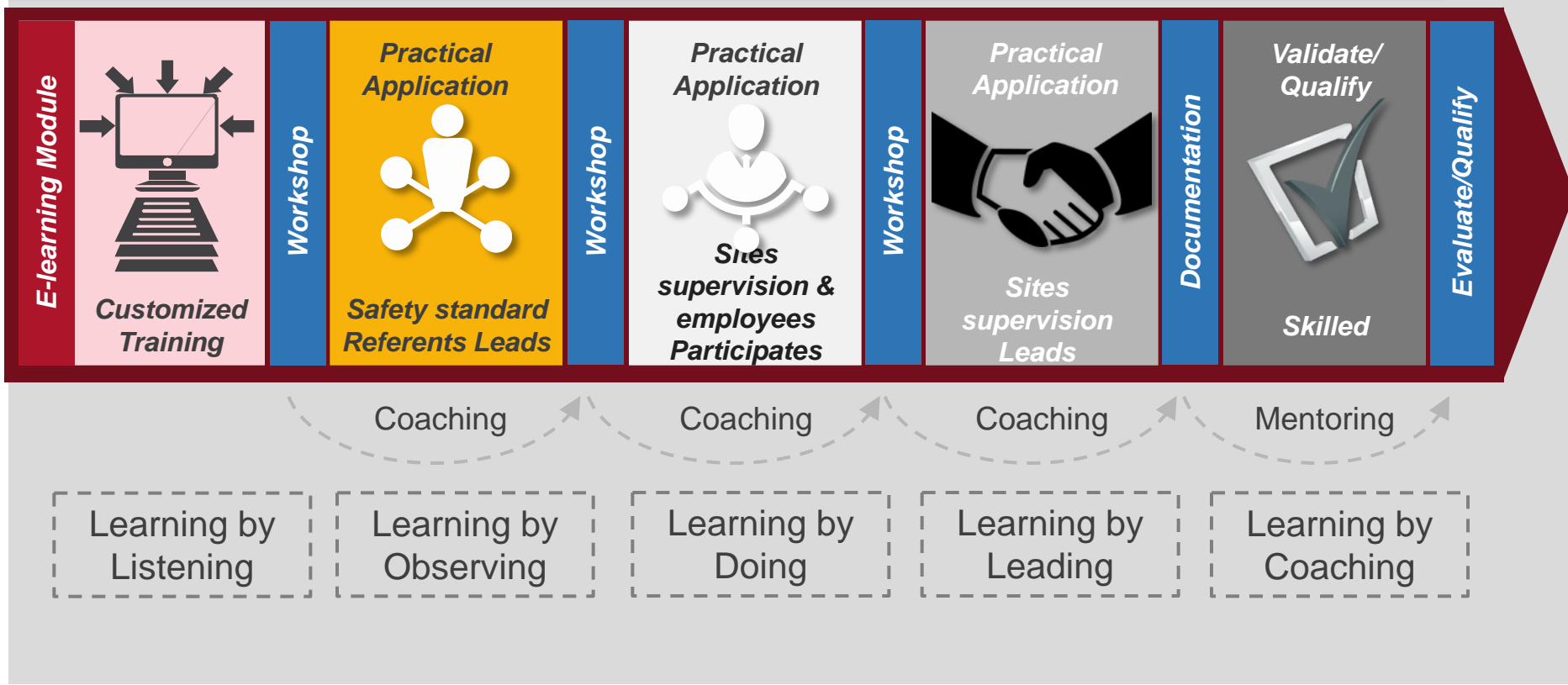




Capability Building Training and qualification plan



Building Competencies





Du Pont Safety leading practices

Job Cycle Check



A Job Cycle Check (JCC) is a cooperative, supervisor-employee analysis of the employee's performance on some part of a job or task.

JCC Benefits

Helps to determine whether

- Procedures are current and complete.
- Employees know procedures.
- Employees are following procedures as they perform jobs.
- All aspects of the job have been included in the current procedure.
- Training is effective.

JCC Planning

- Identify jobs and people to check.
- Make a formal plan for conducting JCCs.
- Keep records for each employee.
- Do one JCC with each employee quarterly.
- Review JCC records annually.

Job Cycle Checks allow you to determine inconsistencies in your standard procedures and training so that you can prevent injuries!

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Task Risk assessment

1. Value & Benefits

2. Planning & preparation

3. Overall process

Benefits & Strengths:

- Elimination of the most significant hazards
- Fulfill Regulatory & Policy requirements
- Involves employees from all levels
- Is focused on the actual work activity
- Improved awareness of hazards and/ or identify new ones.
- Ensure the correct “control measures” are in place and reflected in job procedures,
- Continuously improve Safety systems and conditions of work
- Reduce incidents

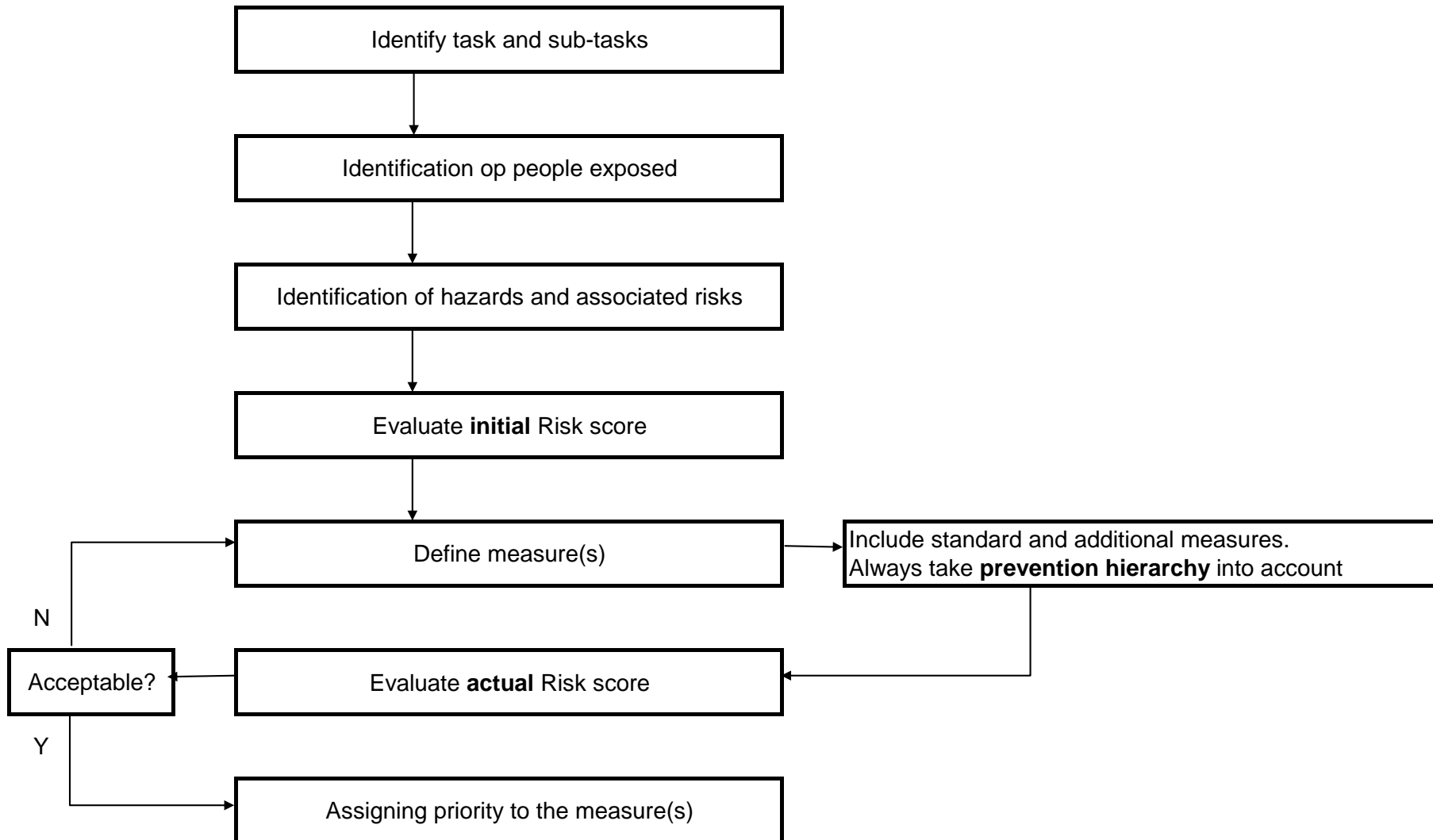
Planning and preparation stage includes:

- Organising and coordinating the assessment
- Involving management and encouraging the participation of the workforce
- Appointing competent people to make the assessment
 - **Internal / External**
 - **Multi functional**
- Consulting workers representatives on the arrangements for appointing the people who will carry out the assessments
- Providing the necessary information, training, resources, time and support to assessors
- Ensuring there is adequate coordination between assessors

When it is required:

- Proper safety procedures are identified as not being in place
- Existing procedures are not adequate
- New job, task, chemical, machine has been introduced
- Existing task has been significantly changed
- New/ different people doing the task
- Specific Regulatory or Company requirement
- Change in standards
- Changes in technology
- Unplanned work
- To continue work after an incident or injury has occurred
- Result of medical surveillance

Overall process:



5. Prevention Hierarchy for control measures :

1. Elimination: Eliminate Risk
2. Substitution: Reduce Risk at source or remove source
3. Engineering Control: Take collective measures
4. Personal Protection: Make people wear PPE
5. Administrative Control: Training + procedures + instructions



DuPont Sustainable Solutions

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