



IPLOCA Conference Safety excellence leads to Business Performance



| September 28, 2017

| Mexico City

| DuPont Sustainable Solutions



Agenda



1.

DuPont Sustainable Solutions Global risk survey

2.

DuPont approach to safety culture & safety excellence

3.

Questions & answers

Our Core Values – More than Just Goals



They reflect the way we work and how we operate every day – with our customers, with our partners from around the world, and in the communities in which we operate.



DUPONT CORE VALUES

SAFETY & HEALTH

ENVIRONMENTAL
STEWARDSHIP

RESPECT FOR
PEOPLE

HIGHEST ETHICAL
BEHAVIOR

Committed to Zero

DuPont Sustainable 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



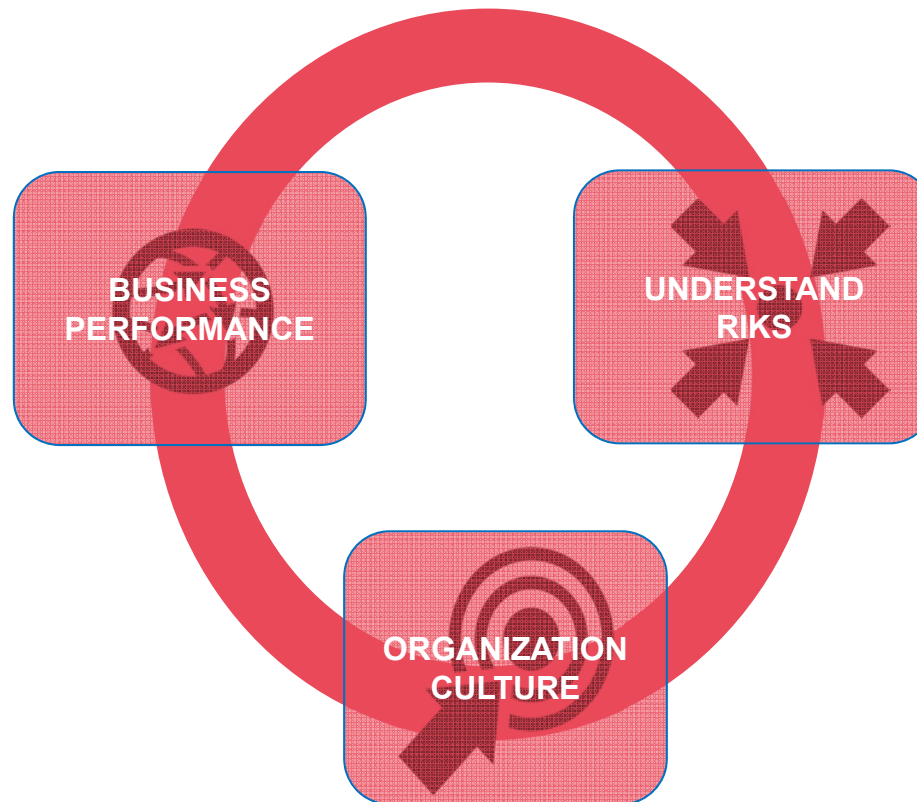
COMMUNICATION & CULTURAL TRANSFORMATION



Our Global Risk Survey identified three major focus areas of interest

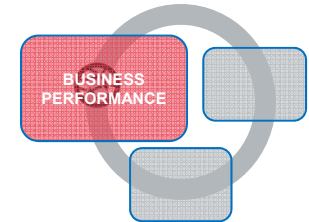


Global Risk Survey Key Findings



Global Risk Survey

What are your top drivers for investment in the business?



Top Drivers for Business Investment

75 %

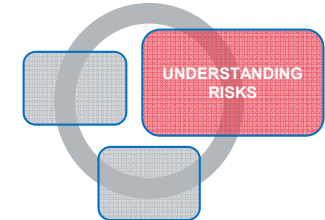
of responders

- Meeting corporate goals
- Management of employee safety
- Meeting regulatory compliance

Yet, 75% also felt that their business performance management of operational risks was inadequate. Where do you fit?

Global Risk Survey

Is your Board close enough to, and do they understand operational risks?



Most Discussed Topics in Board Meeting

55%
of responders

- **Financial**
- **Safety, health, environment**
- **Regulatory compliance**

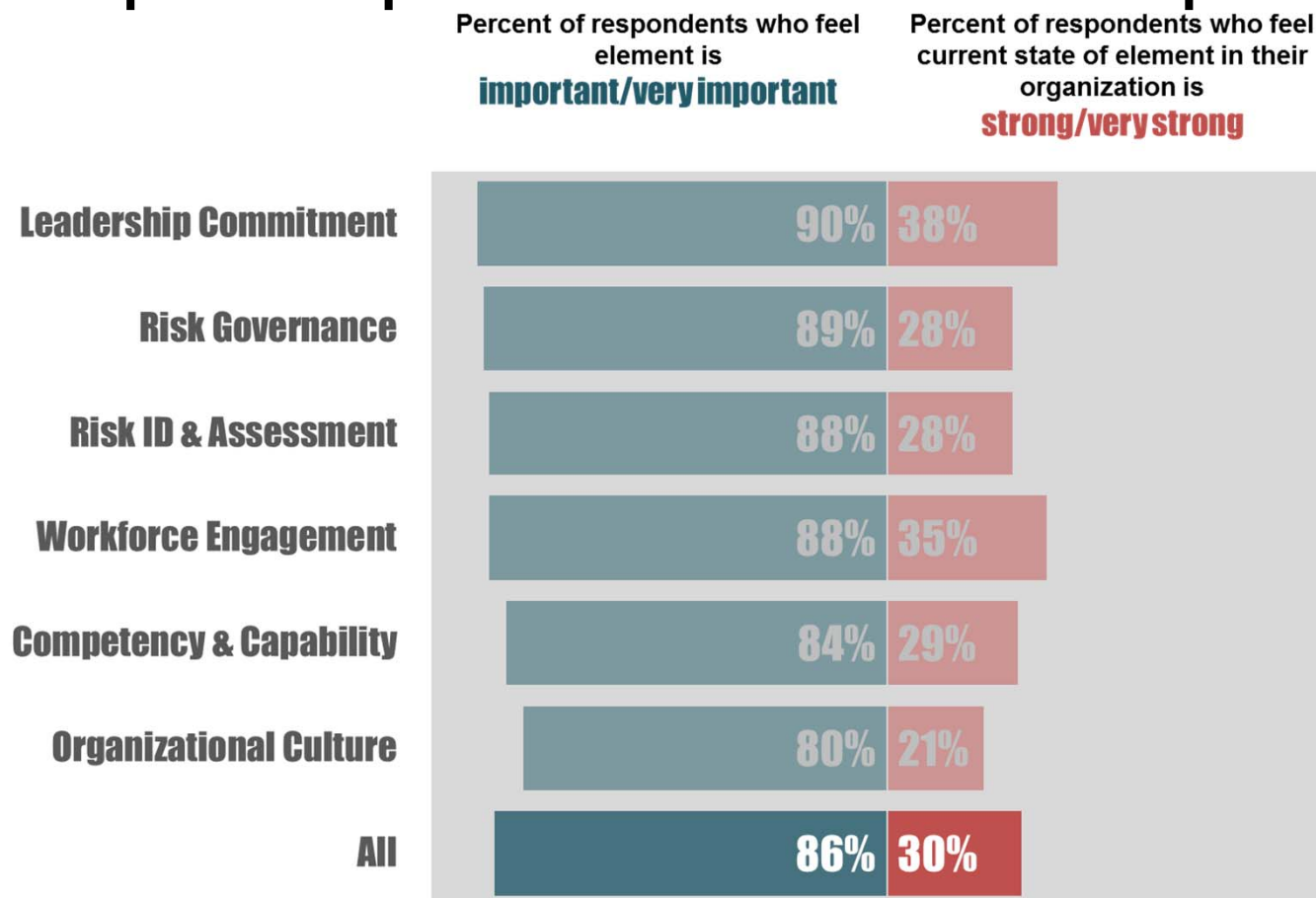
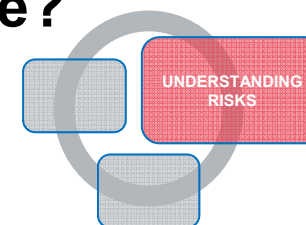
Least Discussed Topics in Board Meeting

- **Contractor management**
- **Merger Acquisition**
- **Political**
- **Process Safety**

60%
of responders

Global Risk Survey

Aren't all of these really inter-related and all have impact on operational risk and business performance?

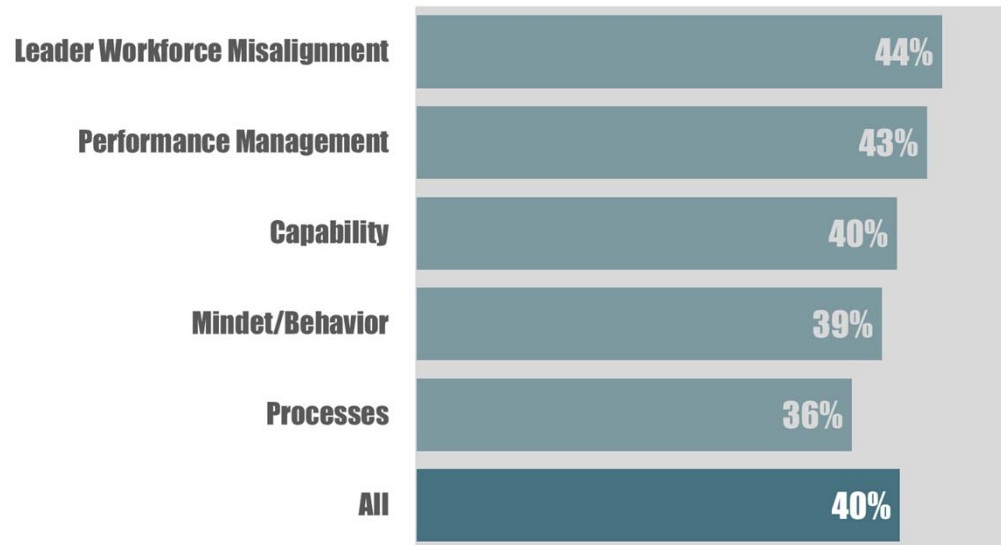
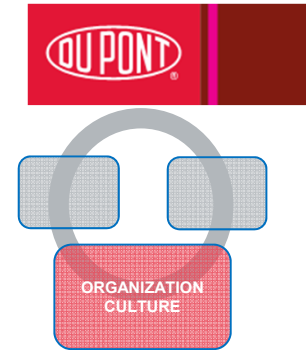


Top 100 losses in 2015 were more than US \$33 billion, average loss above \$130MM

Global Risk Survey

It is important to look at accountability and critical challenges to managing risks—they are strongly linked

Critical/Most Significant Challenges in Managing Risks



DuPont™ Safety Perception Survey™ measures safety culture from over 2 million employees at 7,000 global locations in various industries

Percent of respondents who strongly agree or agree that managers and supervisors are held accountable:

	Average	Benchmark Best
Managers	85%	95%
Supervisors	78%	100%
Workers	70%	93%

Strategic impact of company safety culture



Safety & security



Company image



People competencies



Economical performance



Investment & Acquisitions



Environment



Ethics



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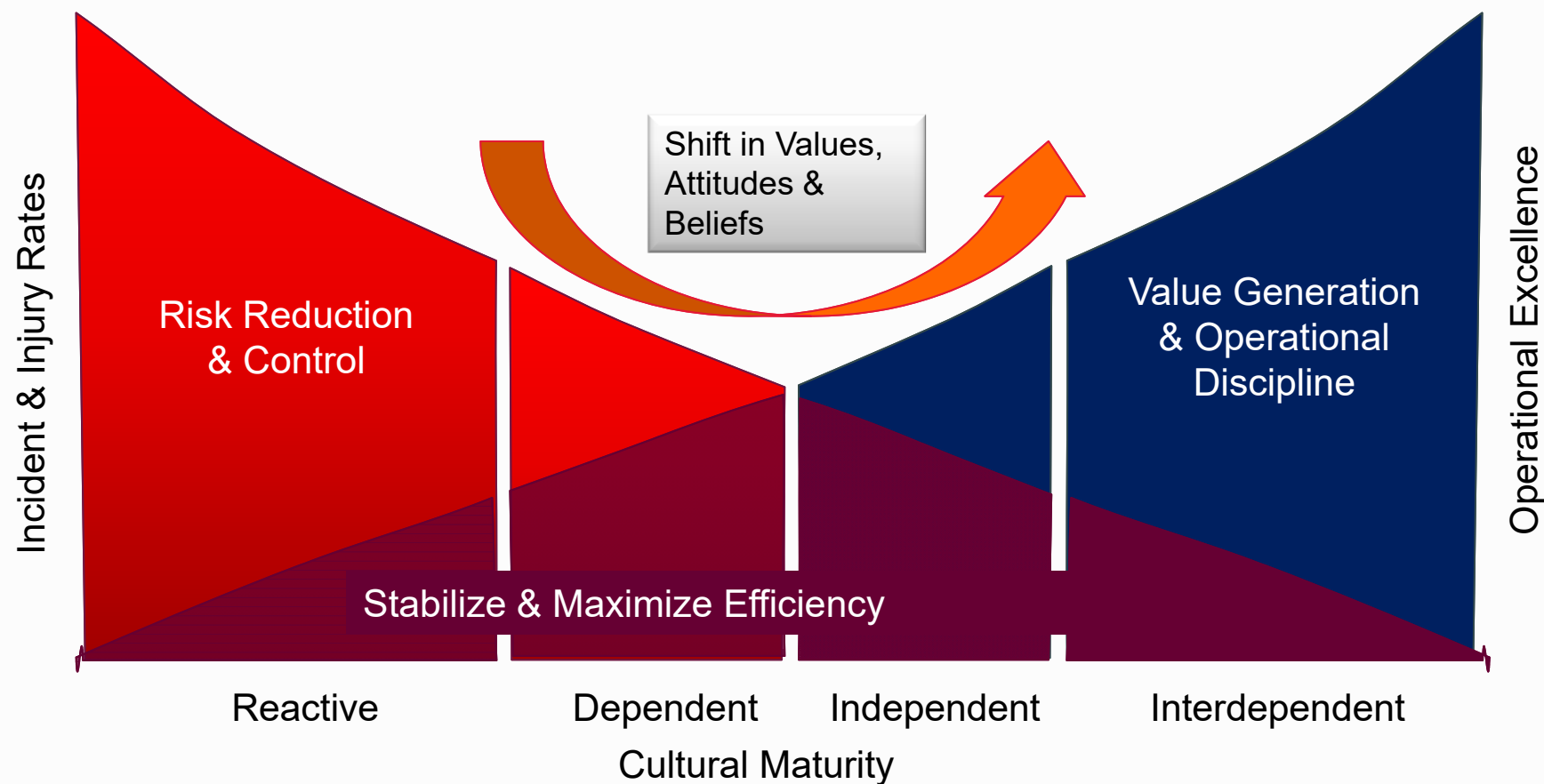
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Questions & answers

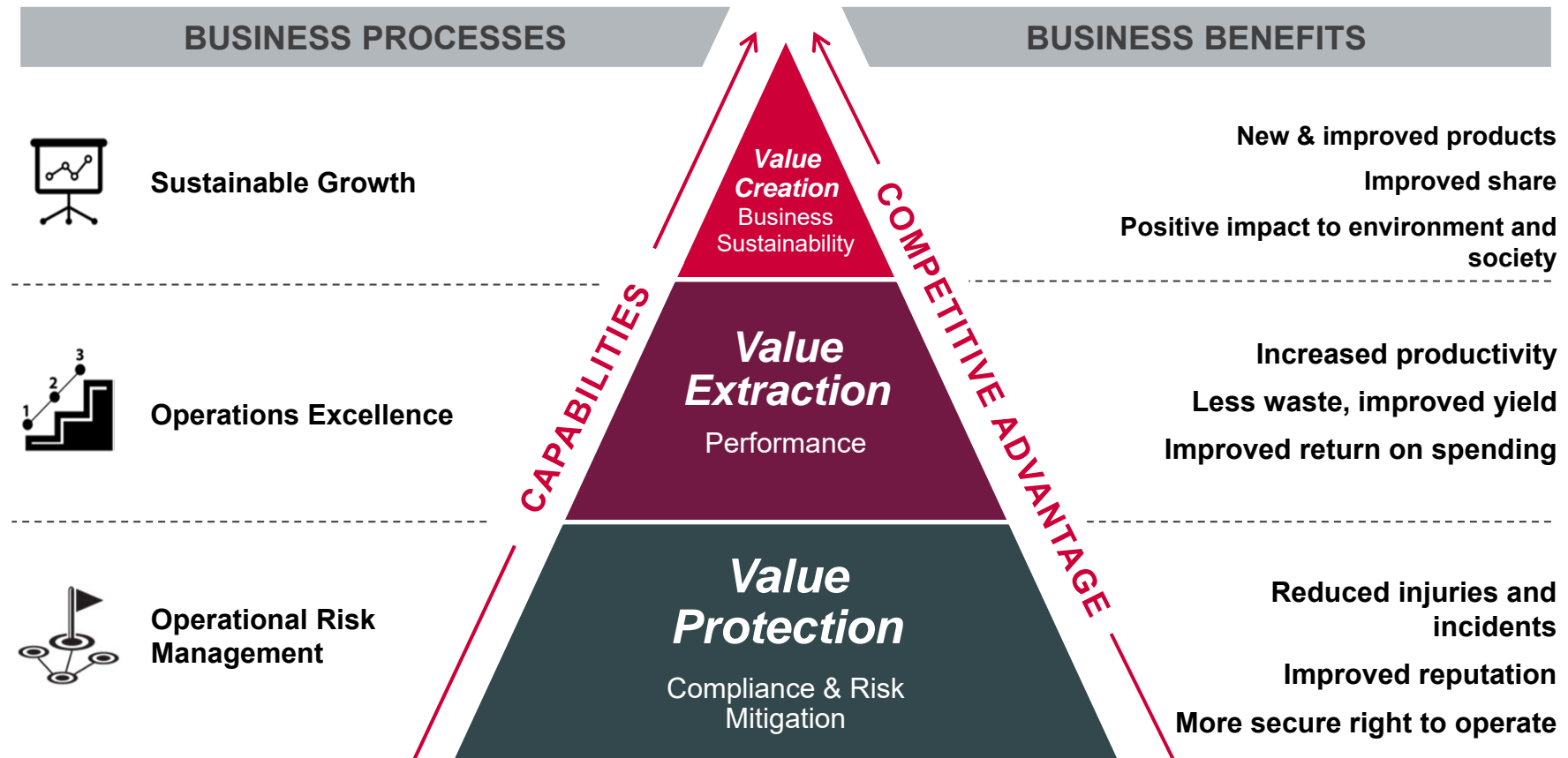
Bradley Curve

DuPont Bradley Curve™

Growth Curve



Value Creation

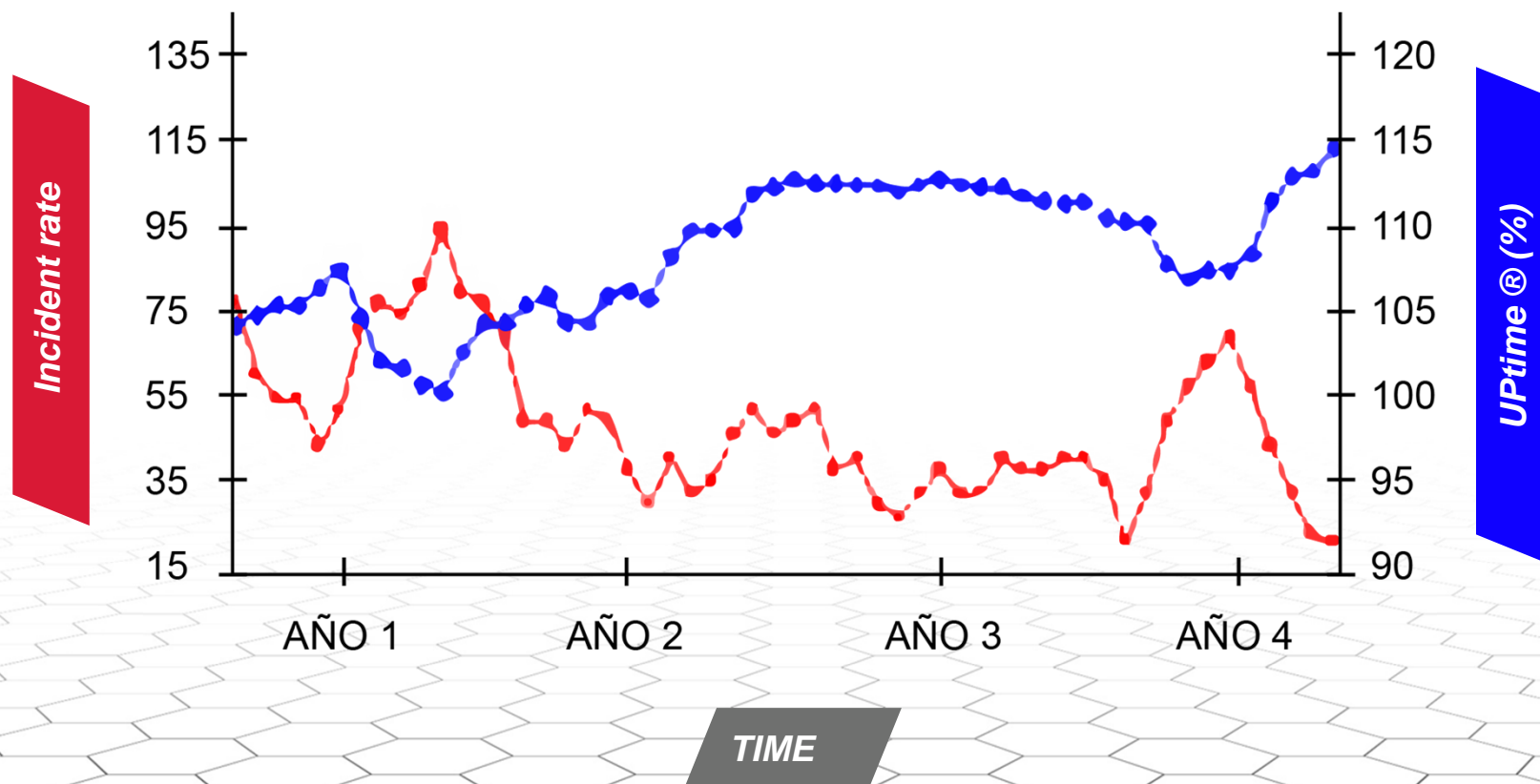




UPtime ® and Incident rate



■ Incident rate ■ Uptime®



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**

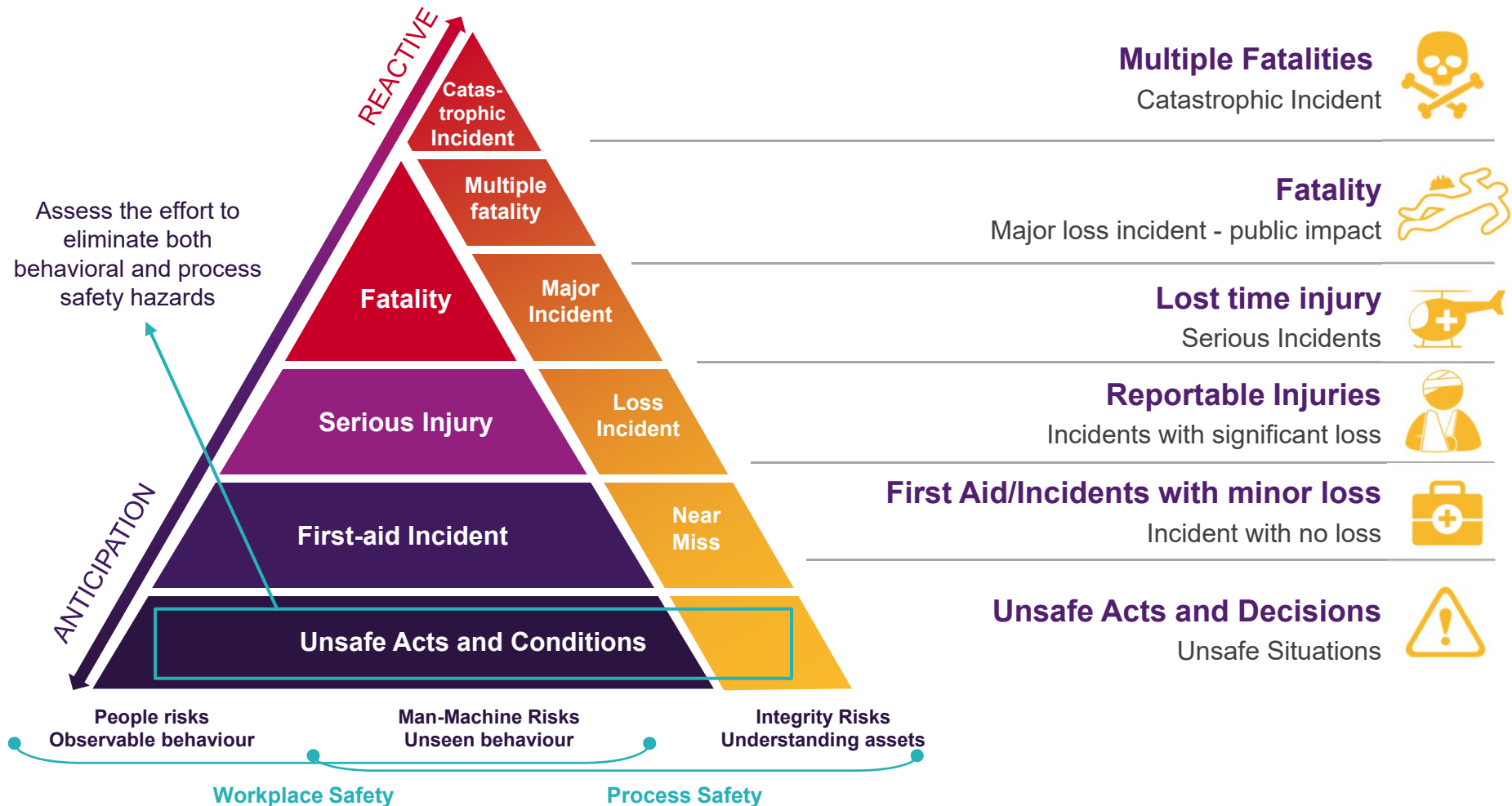
(cultural and risk based elements meshing together)

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





Culture of Openness and Collaboration



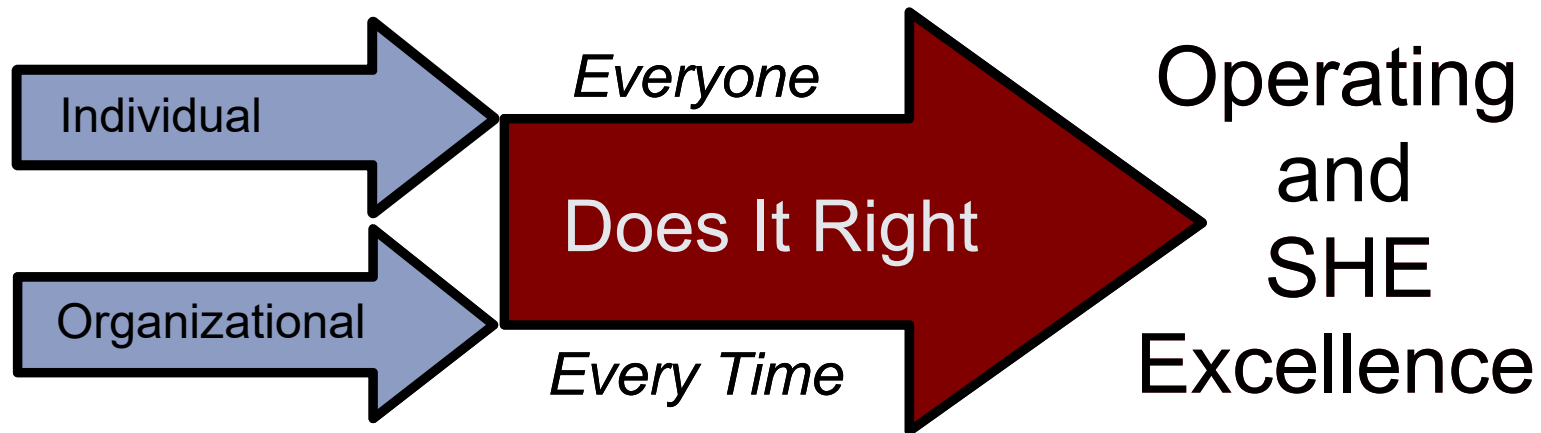
Coaching & Feedback

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

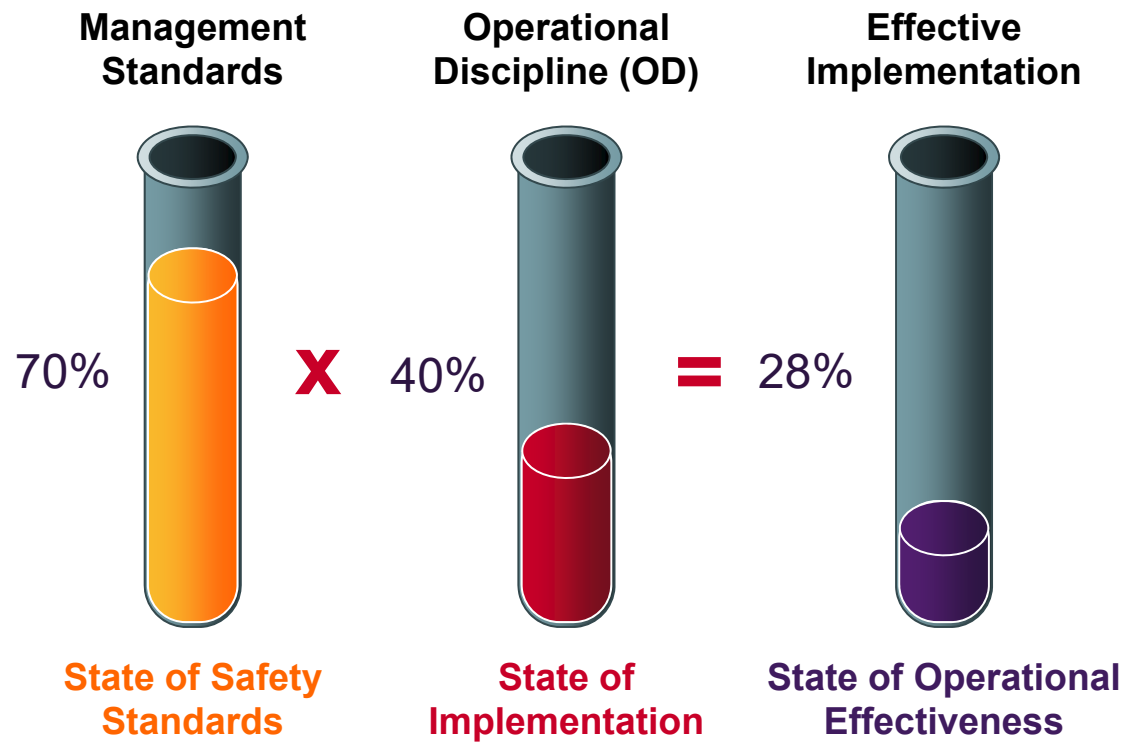
I am knowledgeable and aware of the risks associated with my activities, and I'm committed to perform each task, the right way, every time.

▪ 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





DuPont Safety excellence

Ten characteristics of Felt Leadership



Walk the talk

6. Maintain a self safety focus
7. Behave and lead as you desire others to do
8. Be relentless about time with your employees and contractors

Make system run

9. Continuous emphasis and clarity around EHS expectations
10. Celebrate and recognize "zero" successes



Give direction

1. Be visible to the organization
2. Confirm safety as a core value
3. Show a passion for zero injuries, illnesses and incidents

Cascade

4. Recognize your role as leader / coach
5. Develop your own safety functioning skills and pass them along to the organization

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