



The Dow Chemical Company

Significant Turnaround of Safety Performance

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At Dow, protecting the people and the environment will be part of everything we do and every decision we make. Each employee has a responsibility in ensuring that our products and operations meet applicable government and Dow standards, whichever is more stringent.

**90% reduction
in 2 years**

Our goal is to eliminate all injuries, prevent adverse environmental and health impacts, reduce wastes and emissions and promote resource conservation at every stage of the life cycle of our products. We will report our progress and be responsive to the public.

Root Causes drives the FOCUS

Root causes



- Personal Incidents
- Loss Of Primary Containment
- Process Safety Incidents
- Motor Vehicle Accidents



Behavior

Technology

90%

10%

50%

50%

50%

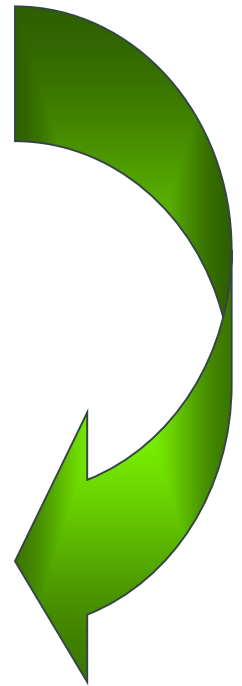
50%

90%

10%

Immediate and effective impact:

focus on **behavior**

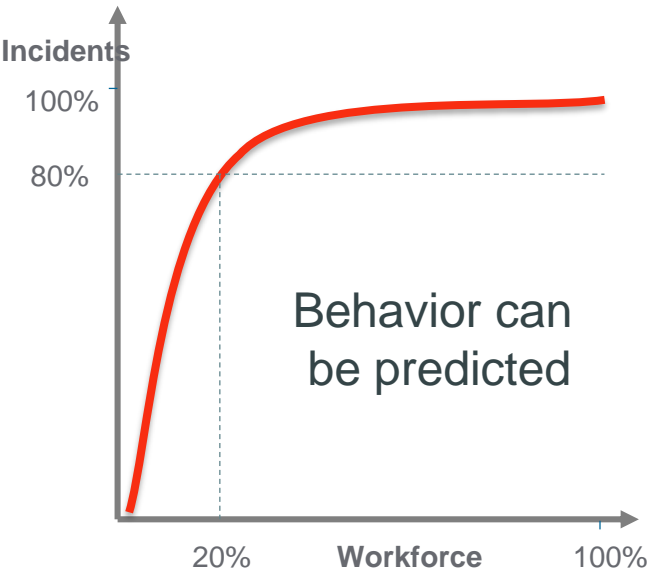


What drives behaviors?

Hiring

Training

Motivation



80% of accidents happen with 20% of the people

→ don't hire them

- Investment
- Effective Training
- Less is More
- Generations (X,Y..)



- Clear Expectation
- Collaborating
- Inclusive culture
- Trust
- BOC (4:1)
 - Recognition
 - Consequences
- Leadership Engagement
- Walk the talk

Broken Window Theory



Housekeeping and Workplace conditions influences behaviors

■ Influence the Behaviors



- **Leadership** behaviors (from every employee)
- Leader is someone who leads people, a process or a technology. Those in leadership roles **set the example** by meeting the standards of excellence.
- We expect these leaders to be the **key architects of the work environment** - they have the responsibility to **create a climate** that reflects our values.
- Our people are **empowered, aligned and enabled** with the skill sets they need, and are **motivated and accountable** to deliver against our strategy.

Best practices

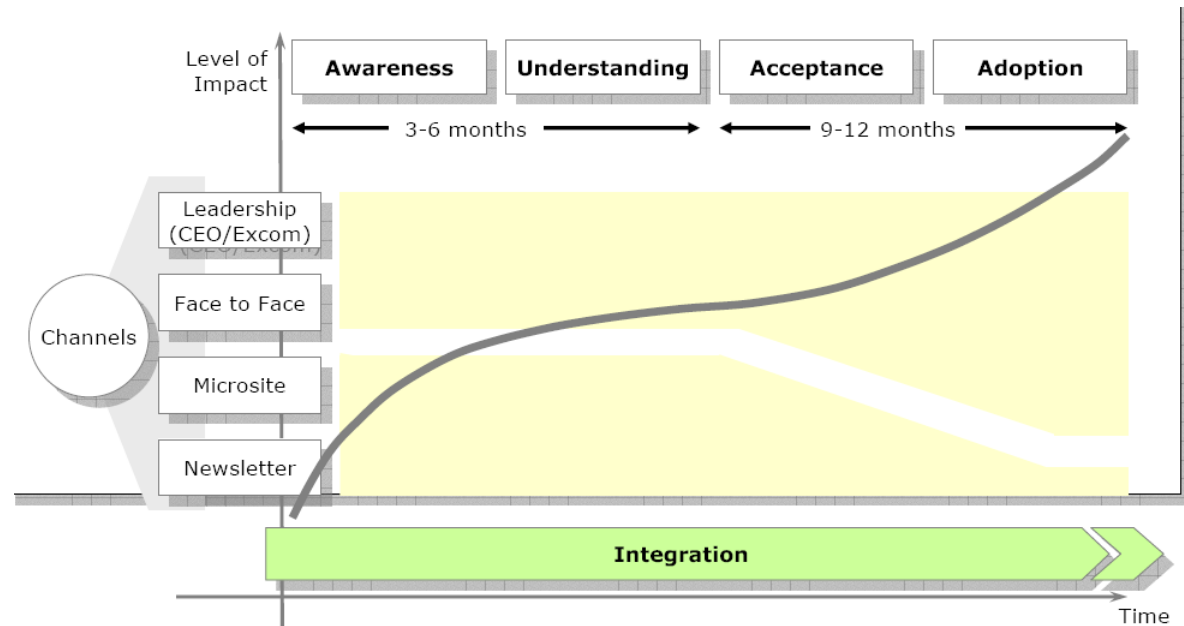
- Crystal clear expectation: **Safety First Pounds Second**
 - Start each meeting with a Safety Moment
 - Clear Accountability
 - 24 h notification of incidents
 - Performance Management
 - Minimum 10% Visible Leadership
- Increase engagement
 - Weekly Safety Meeting with the leadership
 - BOC discussion
 - Review Events (e.g. first aid, near misses, unplanned events, incidents)
 - Share learning's from incidents (internal and external)
- Safety inspection with the site leader
 - Continuously management system review
 - Involvement of: Site Leader, Facility Leader, EH&S, shop floor people
 - BOC with a 4:1 (plus : delta) approach, summary at the end
 - Win - Win situation (commitment – identify well established system and improvement opportunities)
- Measurements drives behaviors



Change Management and Communication Strategy

Acceleration of safe behavior and change needs **excellent communication**.

- Town Hall
- News Letter
- Flyer
- Poster
- E-Mail
- Learning Reports
- Review
-



Who says what in which channel to whom with what effect?

Sustain the gain

- “PACE” principles
 - Make it **Personal**
 - **Ask** open ended questions
 - **Create** an environment where people are free to ask questions
 - **Escalate** issues

Share learning's!

- Root Cause Investigations
- Management System Improvement Assessments
- Learning Experience Reports

Impact



Question?



Protecting
People and
Our Planet

