



Building a Culture of Safety and Sustainable Growth



Mini-Documentary: [Safety on the Subcontinent](#)

A CASE STUDY: TATA STEEL



TATA STEEL SITE, JAMSHEDPUR, INDIA

Every day, Tata Steel manages more than 15,000 contractors at the company's Jamshedpur site. With such a large contractor workforce often operating under their own safety rules, Tata Steel has had a significant and constant challenge maintaining the highest safety standards among its contractors.

The Challenge

How to ensure that contract firms and workers are safely conducting their business on the project sites?

How did working safely have a positive impact on business objectives for both Company and its workers?

The Foundation

The first step Tata Steel undertook was the implementation of the DuPont six-step contractor safety management system. These processes helped to develop a clear and well-defined roadmap for Tata Steel's contractor safety improvement journey right from the start.



Workplaces have come a long way from the days where safety in a hazardous work environment was fostered primarily through the wearing of personal protective equipment (PPE) such as hardhats and goggles.

Creating a safety culture is about more than wearing PPE, removing hazards and institutionalizing safety procedures. It's about people – their attitudes, behaviors and mindsets – and the changing dynamics of today's world. As shown in the mini-documentary, "Safety on the Subcontinent," DuPont Sustainable Solutions (DSS) and Tata Steel in India addressed a cultural issue, traditional women's dress, in order to improve worker safety.

A robust safety culture directly reduces safety incidents and protects lives. This helps organizations reduce costs, foster a more productive workforce, make facilities more efficient, and improve their public image, each of which yields significant financial and competitive benefits.

DSS and Tata Steel were able to establish a customized safety management system to encompass leadership, organization and process components, which ultimately resulted in Tata Steel recording 35 million injury-free hours.

Collaborating for Safety

Collaboration, commitment and accountability help organizations achieve measurable results in workplace safety. Beginning with leadership's commitment, reaching into all processes on all levels, successful programs require input from workers in every area of an organization. According to the [World Steel Association](#), the most important factor in reducing accidents and injuries in their industry has been through collaboration with other organizations to share their best practices and safety data.



The Plan

PHASE 1: CONTAINMENT

At Tata Steel, the immediate priority was to contain the injuries and fatalities. This was achieved through focused deployment of resources including:



PHASE 2: ESTABLISHING SYSTEMS AND PROCESSES

While processes and standards provided the tools to improve workplace safety, the key to the transformational success still lies in influencing behavior and changing mindsets.



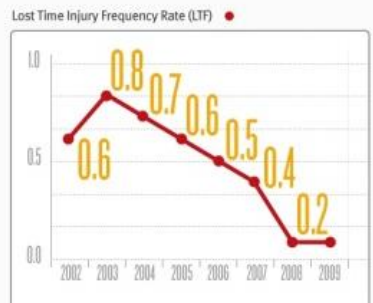
PHASE 3: SUSTAINING THE SAFETY WAY

To keep motivating the Tata Steel organization, measures were taken to drive safety culture momentum including:



The Results

Between 2005 and 2007, Tata Steel implemented a variety of creative safety initiatives, including an Online Incident Reporting System to capture incidents or near-misses, so that their cause(s) could be identified, and suitable preventive and corrective measures taken.



Tata Steel received the World Steel Association Excellence Recognition in Safety and Health award in October 2009. For more details, visit www.worldsafetydeclaration.com.

As a result of this information sharing, some of their member organizations have been able to reduce fatalities to near-zero and injury rates, reducing lost time to less than one incident per one million man hours.

It is no small order for companies with thousands of workers in multiple locations to change their “safety behavior,” but it is achievable. There are best practices that evolve over time, transcend culture and language, and are adaptable to any organization. Sharing data and best practices, based on DuPont’s own experience and those of its clients, has been the foundation of DSS for many years. Today, with the rise of social media, DSS is sharing those best practices industry-wide on [LinkedIn](https://www.linkedin.com), with contributors posting the latest learning about innovations in workplace safety and beyond.

Calculating the Value of Safety

In order to compete in today’s rapidly growing global economy, industries are examining and integrating safety from multiple perspectives, including:

- **Value protection** –The costs of major incidents go beyond the hard dollars, to the core of a company’s reputation and right to operate. Through management systems, operational discipline, and empowered employees, risks can be identified and controlled.
- **Value creation** – Shareholders today recognize that societal and environmental conditions can directly impact business performance. When businesses integrate the triple bottom line into business strategy, they can accelerate the creation of value and competitive advantage.
- **Value extraction** – In an increasingly commoditized business environment, companies must boost operating efficiency and reduce fixed costs. Utilizing an integrated management approach that combines both organizational and technical solutions is another way to unlock hidden value.
- **Clean technologies** – Sustainability and safety are inextricably linked. Growing economies, developing nations and demanding emissions regulations present daunting challenges, yet tremendous opportunities exist for companies to reduce their environmental impact and increase their bottom line with engineered technology solutions, enhancing the health and well-being not only of employees, but everyone the company impacts, from the community to customers to partners.

Safety on the Trajectory to Sustainable Growth

Improved safety contributes directly to the bottom line. The many facets of safety offer significant stepping stones on the road to sustainable growth, creating value for shareholders and society at large. DuPont was recently recognized by the National Safety Council and Campbell Institute with the 2013 Robert W. Campbell Award which recognizes organizations that have integrated ESH excellence with business excellence. DSS utilizes the techniques and approaches recognized by the Campbell Award and collaborates with clients like Tata Steel to translate them into tangible benefits.

Measurements of success weigh a company’s human and environmental impact, as well as financial results. With positive impacts in reduced down-time and improved health, wellness and morale of workers, employers often find that process and other changes made to improve workplace safety and health can result in significant improvements to their organization’s productivity and profitability. DSS strives to maximize workplace safety while raising productivity, reducing costs and boosting the return on investment.

The challenge to corporations is to figure out how to manage various initiatives in a holistic way. The goal is to manage all of the priorities – safety, production efficiency, cost effectiveness –together and across the organization, from the corporate headquarters, to the various plant sites.

[John W. \(Bill\) Mooney](#) and [Christopher A. Smith](#)
[Oil & Gas Monitor](#), August 2012.