Along the journey of sustained safety improvement, the DuPont Contractor Safety Management System consists of six steps. Each step is equivalent to a signpost along the road to workplace safety.

1. Clear safety goals and expectations coupled with training and consistently treating individuals who had demonstrated good safety practices.
2. It was rewarding to see the change in the contract workers’ attitude—from initial resistance to embracing the DuPont safety culture—and the results are testament to the effectiveness of the system,” said Mr. Bhedwar.

The DuPont Contractor Safety Management System is based on DuPont's strong commitment to workplace safety and its direct involvement in the management of the entire construction process. Projects and their subcontractors started on the right track, and that subsequently, construction progress and safety performance would be maintained and sustained. One of the critical success factors was DuPont's ownership of the site. Projects was selected based on their safety standards and practices, as well as their meeting other specified criteria. Many importantly, Indu-Projects had demonstrated leadership commitment and willingness to embrace and implement the DuPont safety management processes. While Indu-Projects was the main contractor, some contractors including Micro, Blue Star, Fira Fine, Singlap, and Kamwala were also appointed to complete the entire construction process based on their positive attitude towards safety.

Managing system to keep contract workers safe

Many steps were developed and implemented to ensure that a coordinated safety program between DKC and Indu Projects and their subcontractors started on the right track, and that subsequently, construction progress and safety performance would be maintained and sustained. One of the critical success factors was DKC’s ownership of the site safety performance and its direct involvement in the management of the entire construction process.

Beyond safety orientation, training and equipment, DKC provided comprehensive health examinations, medical treatment, and health awareness program for the contractors. Beyond safety orientation, training and equipment, DKC provided comprehensive health examinations, medical treatment, and health awareness program for the contractors.

As a result of the unwavering commitment to safety, the DKC project team achieved the significant milestone of more than 3.5 million safe hours between June 2007 and May 2008. To date, DKC has achieved more than 5 million hours without a lost workday case and has a total recordable cases rate of 0.04, while completing the construction project under budget.

Many steps were developed and implemented to ensure that a coordinated safety program between DKC and Indu Projects and their subcontractors started on the right track, and that subsequently, construction progress and safety performance would be maintained and sustained. One of the critical success factors was DKC’s ownership of the site safety performance and its direct involvement in the management of the entire construction process.

Managing system to keep contract workers safe

Many steps were developed and implemented to ensure that a coordinated safety program between DKC and Indu Projects and their subcontractors started on the right track, and that subsequently, construction progress and safety performance would be maintained and sustained. One of the critical success factors was DKC’s ownership of the site safety performance and its direct involvement in the management of the entire construction process.

Beyond safety orientation, training and equipment, DKC provided comprehensive health examinations, medical treatment, and health awareness program for the contractors. Beyond safety orientation, training and equipment, DKC provided comprehensive health examinations, medical treatment, and health awareness program for the contractors.

As a result of the unwavering commitment to safety, the DKC project team achieved the significant milestone of more than 3.5 million safe hours between June 2007 and May 2008. To date, DKC has achieved more than 5 million hours without a lost workday case and has a total recordable cases rate of 0.04, while completing the construction project under budget.

As a result of the unwavering commitment to safety, the DKC project team achieved the significant milestone of more than 3.5 million safe hours between June 2007 and May 2008. To date, DKC has achieved more than 5 million hours without a lost workday case and has a total recordable cases rate of 0.04, while completing the construction project under budget.

As a result of the unwavering commitment to safety, the DKC project team achieved the significant milestone of more than 3.5 million safe hours between June 2007 and May 2008. To date, DKC has achieved more than 5 million hours without a lost workday case and has a total recordable cases rate of 0.04, while completing the construction project under budget.
DuPont Knowledge Center (DKC) in India

DuPont Knowledge Center (DKC) is based at Hyderabad in India. Phase I of DKC is designed to house up to 600 scientists, engineers and other employees.

Kishore Bhedwar
Director, DKC

As of the foregoing issue, DKC elected to invite qualified local-level construction companies to bid for their construction project. While these construction companies have their own safety management processes, most did not comply with DuPont safety criteria and best practices. DKC developed a series of contractor selection requirements, including visits to bidding company’s existing projects to gain first-hand knowledge of and observe implementations of their on-site safety standards.

A roadmap based on the six-step DuPont Contractor Safety Management System was used to help engineer this effectiveness. Following the rigorous process, DKC Projects was selected based on their safety standards and practices, an essential step in meeting other specified criteria. More importantly, Indu Projects had demonstrated leadership commitment and willingness to embrace and implement the DuPont safety management requirements. While Indu Projects was the main contractor, some contractors including Micro, Blue Star, Fire Pro, Signor and Mercantile were also appointed to complete the entire construction process based on their positive attitude towards safety.

Engaging 9,000 construction workers from multiple contractor companies and ensuring their compliance with DuPont safety practices enabled DKC to begin work on their new facility in June 2007.

Managing system to keep contract workers safe

Many stages were developed and implemented to ensure that a coordinated safety program between DKC and Indu Projects and their subcontractors started on the right track, and that subsequently, construction progress and safety performance would be maintained and sustained. One of the critical success factors was DuPont’s ownership of the site safety performance and its direct involvement in the management of the entire construction process.

Beyond safety orientation, training and equipment, DKC provided comprehensive health examinations, medical treatment, and health awareness program for the contractors.

As a result of the unwavering commitment to safety, the DKC project team achieved the significant milestone of more than 2.5 million safe hours between June 2007 and May 2008. To date, DKC has achieved more than 3.5 million safe hours, over 5 million hours without a lost workday case and has a total recordable cases rate of 0.04, while completing the construction project under budget.

Challenge

In 2007, DuPont India announced plans to invest more than US$30 million to construct its first research and development center, the DuPont Knowledge Center (DKC) in Hyderabad, India. When the DKC construction project was conceived and approved, workplace safety was a top priority for DuPont since it is a critical issue for reducing contractor injuries and achieving safety goals for contract workers. The company’s primary consideration was to hire safe contractors and subcontractors, and then influence and enrich their safety behavior at the construction site.

Contractor safety during construction is of major concern to most of the companies in India, as well as elsewhere, when having to deal with issues such as:

1. Lack of leadership commitment for safety
2. High illiteracy rate
3. Lack of training
4. High labor turnover rate
5. Lack of safety commitment because safety is considered a cost not an investment
6. Belief that work can be done faster if safety rules and regulations are eliminated or overlooked

In the design and construction of DKC’s state-of-the-art discovery research and application center, many critical safety factors were considered. The DKC design team had to work under an extremely tight timeline and budget, deal with a sizable and intensive construction industry in India, and compete against the backdrop of a booming Indian economy where all national-level contractors were occupied with megascale infrastructure projects in the country (having little time and expertise for smaller-scale projects).

Conclusion

“We have a duty and an opportunity to create a better, safer world for our workers, neighbors, and communities,” said Mr. Kishore Bhedwar, Director, DKC. “We believe our safety performance standards and our sustainability principles are a win-win opportunity for everyone involved, from DuPont to society.”
Step 1: Contractor selection

To kick-start the contractor selection process, a DKC Project Management Committee (PMC) comprising representatives from the safety, construction, sourcing, project management and legal team was established. The team was empowered to identify contractors who are compatible with DuPont’s expectations on safety, quality, delivery and cost.

Once the bids were received, the PMC evaluated their safety performance on criteria such as injury rates, safety systems and programs they implemented, and competency of contractor personnel to be assigned to the project construction site.

To have first-hand information on the short-listed contractors’ safety mantra, on-site visits were conducted on their ongoing projects. A spread sheet on evaluations was compiled and scoring was assigned for compliance.

The outcome was a qualified bidder’s list, which included companies pre-screened for their safety capabilities.

The short-listed bidders were those who had a management commitment to safety and agreed to follow the DuPont Construction Manual in totality. They were thoroughly evaluated on various aspects of safety management including safety personnel, equipment and systems.

Step 2: Contract preparation

Every detail in the contractor safety management process was reviewed. Documentation from bid document to Request for Proposal (RFP) had DuPont safety expectations clearly stated, including:

- Site Safety Plan as part of the contract document
- Development of contract packaged that used specific customized language in the documentation to clearly DuPont safety expectations for a particular contracting need
- Assistance to the appropriate contractor to develop a system on how to enforce their contract safety requirements

Some of the specific points included in the contract were:

- Compulsory on-board safety orientation for supervisors, workers and visitors
- Site safety steward for every 50 workers
- Number of dedicated housekeeping personnel based on the total number of contractor workers at site and requirement at each project stage
- Contractor-sponsored training to provide basic needs and maintain good hygiene
- Personal Protective Equipment (PPE) requirements – types of PPEs required for various tasks, including safety glass for all workers and use of safety harnesses with double lines
- Supply of PPEs chargeable to the contractor in the event they failed to replace workers’ damaged PPEs
- Definition of consequences
- Penalty for every third non-conformance at Rs6,000 per day approximately USD100
- Type of scaffolds, power tools and other tools required for various tasks
- Weekly safety audits and compliance to site audit findings

Step 3: Contract award

An extended team comprising the PMC, the DuPont Project Team and DuPont safety professionals then carried out the following:

- Pre-bid meetings agreed bidders on project schedules and scope of work, along with a review of their ability to fulfill requirements.
- Evaluation of bids and short-listing of bidders
- Bidders site visits and evaluation of these sites
- Analysis of site visit findings and meeting with bidder’s top management team to ensure areas identified were satisfactorily addressed

- Award of job

Step 4: Orientation and training

Once the contractor was appointed, the next step was to ensure that the contract worker understood the project’s specific safety requirements. An orientation program for all the contractor workers included an additional craft skill program for specific jobs.

Detailed records were kept for the attendance, and the ID card necessary for site entry was issued only after each contract worker had completed the orientation segment and other necessary training programs.

More than 9,000 people were trained over a period of 17 months. The average per day manpower estimated for the project was 950 workers required for the job completion.

Step 5: Managing the contractors

The following processes were put in place to ensure construction work was carried out according to the roadmap:

1. Conducting safety audits involving contractors’ management team
2. Appointment of safety stewards – one steward for every 50 contract workers
3. Staging of audit findings and ensuring corrective actions were taken
4. Tracking of work on the improvement
5. Regular Safety Committee and sub-committee meetings and tracking of follow-up actions
6. Timeliness of each audit day for a specific program, for example, Monthly PPE inspection, Tuesday-morning inspection, Wednesday-electrical inspection, Thursday - height works, fall protection inspection, and Friday - forklift meetings
7. Sharing of trends with contractors’ management team
8. Arrival of “Unfair Acts” during safety audit as required
9. Celebration of milestone achievements including rewards and recognition
10. Refresher safety training for all contract workers once every six months
11. Assessment of final safety safety review report against contract requirements
12. Periodic audits to reflect commitment to Injury prevention via post “policing”
13. Identifying a follow-up process that continuously drive improvement; thus avoiding repetition of common errors

With a large contractor workforce where contractors might have operated under their own safety rules, imposing and maintaining site safety standards was a constant challenge. “There was finger-pointing when an incident happened, and following was constant pull down to arguments over housekeeping standards,” said Mr. Balamurugan, Construction Safety Manager, DKC.

Results

DKC Phase I, built on a 15-acre campus was completed in a record time of 17 months, within budget and setting a new benchmark of safety in the Indian construction industry. The project team trained more than 9,000 construction workers and delivered the project with zero lost workdays (one restricted workday) while logging more than 5 million man-hours – a remarkable achievement in the challenging local environment.

Step 6: Post-contract evaluation

The following performance criteria were critically evaluated by Safety Professionals, Project Manager and the PMC:

- Number of non-conformance reports issued to contractors for safety violations observed in audits and daily safety inspections.
- Response to addressing identified unsafe acts and unsafe conditions.
- Participation in safety committee meetings, weekly assembly meetings, audits and awareness training programs.
- Improvement SHC strategies such as regular safety review meetings, training by internal resources, and trend recognition for best SHC performance.

Shk performance metrics including near-miss cases and first case cases.

“Within a month, we saw effective knowledge and skill transfer through this combination of classroom work and field work. Each learning experience was related to the needs of a specific work group and they have been well reviewed by workers and management alike,” added Mr. Balamurugan.

DuPont also developed and maintained leading and lagging indicators for measuring the safety performance. They were used to continually design and develop safety improvements.

Some of the indicators used were:
- Safe and Unsafe Acts Indicators
- Serious Potential Incident (SPI) Data and Analysis
- All Safety Audit Findings
- Quality of Safety Audits
- Training Records and Effectiveness
- Safety Meeting Completeness and Quality

Only one restricted workday case happened and from this experience, DKC helped to improve a deficiency.

Mr. Balamurugan attributed the following as a reason for the swift in safe behavior:

- Implementation of consistent safety standards from housekeeping requirements to incident reporting throughout the site
- Recognizing improvements through public sharing, awards and celebrations.
- Acknowledging individuals who had demonstrated good safety practices.

The outcome was a qualified bidder’s list, which included companies pre-screened for their safety capabilities.
Step 3: Contractor selection
To kill the setter in the contract selection processes, a DMC Project Management Committee (PDMC) comprising representatives from the safety, construction, sourcing, project management and legal teams was established. The team was empowered to identify contractors who are compatible with DuPont’s expectations on safety, quality, delivery, and cost.

• Weekly safety audits and compliance to act on audit findings
• Once the bids were received, the PDMC evaluated their safety performance on criteria such as injury rates, safety programs and systems, and competency of contractor personnel assigned to the project site.

To have first-hand information on the shortlisted contractors’ safety metrics, off-site visits were conducted on their ongoing projects. A spread sheet on evaluation was completed and scoring was assigned for comparison.

The outcome was a qualified bidder list, which included companies pre-screened for their safety capabilities.

Step 4: Contract preparation
Every detail in the contractor safety management processes was reviewed. Documentation from site document to Request for Proposal (RFP) had DuPont safety expectations clearly stated, including:

• Site Safety Plan as part of the contract document
• Development of contract package that used specific customized language in the documentation to clarify DuPont safety expectations for a particular contracting need
• Assistance to the appointed contractor to develop a system on how to enforce their contractor safety requirements

Some of the specific points included in the contract were:

• Compulsory on-board safety orientation for supervisory, workers and visitors
• Site safety stewards for every 50 workers
• Number of dedicated housekeeping personnel assigned based on the total number of contractor workers on site and requirement at each project stage
• Contractors or sub-contractors to provide basic needs and maintain good hygiene
• Personal Protection Equipment (PPE) requirements – types of PPE required for various tasks, including safety glass for all workers and use of safety harnesses with double lanyard
• Supply of PPEs chargeable to contractor in the event where they failed to replace workers’ damaged PPE
• Contractor-operated workshop to provide basic needs and maintain good hygiene

The process was again reviewed by the PDMC and the bid document to Request for Proposals (RFPs) was tailored to the needs of a specific work group and they have been well-received by workers and management alike,” added Mr Balamurugan.

Within a month, we saw effective knowledge and skill transfer through this combination of classroom work and field work. Each learning experience was related to the needs of a specific work group and they have been well-received by workers and management alike,” added Mr Balamurugan.

Step 5: Managing the contractors
The following processes were put in place to ensure construction work was carried out according to the roadmap:

1. Analysis of site visit findings and meeting with bidder’s top management team to ensure areas identified were focussed on
2. Recognition through public sharing, awards and celebrations
3. Periodic audits to reflect commitment to injury prevention vs just “policing”
4. Tracking of week-on-week improvement
5. Regular Safety Committee and sub-committees meetings and tracking of follow-up actions
6. Designation of each week day for a specific purpose, for example, Monday- PPE inspection; Tuesday - tools tool box meetings
7. Sharing of trends with contractors’ management team
8. Recognition of site achievements including rewards and recognition
9. Refresher safety training for all contract workers once every six months
10. Refresher safety training for all contract workers once every six months
11. Assessment of fired safety execution against contract requirements
12. Periodic audits to reflect commitment to injury prevention via “walk Auditing”
13. Identifying a follow-up process that continuously drives improvement, without any repetition of common errors

“With a large contractor workforce where contractors might have operated under their own safety rules, imposing and maintaining site safety standards was a constant challenge. “There was finger pointing when an incident happened, and blaming was constant right down to arguments over housekeeping standards,” said Mr Balamurugan.

The following performance criteria were critically evaluated by Safety Professionals, Project Manager and the PDMC:

• Number of non-conformance issues issued to contractor for safety violations observed in audits and daily safety inspections
• Response to addressing identified unsafe acts and unsafe conditions
• Participation is safety committee meetings, weekly assembly meetings, audits and awareness training programs
• Internal SHQ management process such as regular safety review meetings, training on internal resources, and training recognition for best SHQ performance
• Site performance metrics including near-miss cases and first case cases

Within a month, we saw effective knowledge and skill transfer through this combination of classroom work and field work. Each learning experience was related to the needs of a specific work group and they have been well-received by workers and management alike,” added Mr Balamurugan.

DuPont also developed and maintained leading and lagging indicators for measuring the safety performance. They were used to continually design and develop safety improvements.

Some of the indicators used were:

• Safe and Unsafe Acts Indicators
• Serious Potential Incident (SPI) Data and Analysis
• All Safety Audit Findings
• Quality of Safety Audits
• Training Records and Effectiveness
• Safety Meeting Completeness and Quality

Only one restricted workday case happened and from this experience, DuPont helped to improve a deficient:

Mr Bhedwar attributed the following as reasons for the shift in safe behavior:

• Implementation of consistent safety standards from housekeeping requirements to incident reporting throughout the site
• Recognizing improvements through public sharing, awards and celebrations
• Advocating individuals who had demonstrated good safety practices

Results
DMC Phase I, built on a 5-acre campus was completed in a record time of 17 months, within budget and setting a new benchmark of safety in the Indian construction industry. The project team trained more than 9,000 construction workers and delivered the project with zero lost workdays (two restricted workdays) while logging more than 5 million man-hours – a remarkable achievement in the challenging local environment.
Step 1: Contractor selection

To lock-in the contractor selection process, a DKC Project Management Committee (PMC) comprising representatives from the safety, construction, sourcing, project management and legal teams was established. The team was empowered to identify contractors who are compatible with DuPont’s expectations on safety, quality, delivery and cost.

Once the bids were received, the PMC evaluated their safety performance on criteria such as injury rates, safety systems and programs they implemented, and competency of contractor personnel to be assigned to the project construction site.

To have first-hand information on the short-listed contractors’ safety matrix, on-site validations were conducted on their ongoing projects. A spread sheet on evaluations was compiled and scoring was assigned for comparison.

The outcome was a qualified bidder’s list, which included companies pre-screened for their safety capabilities.

The short-listed bidders were those who had a management commitment to safety and agreed to follow the DuPont Construction Manual in totality. They were thoroughly evaluated on various aspects of safety management including safety personnel, equipment and systems.

Step 2: Contract preparation

Every detail in the contractor safety management process was reviewed. Documentation from bid document to Request for Proposals (RFPs) had DuPont safety expectations clearly stated, including:

- Site Safety Plan as part of the contract document
- Development of contract package that used specific customized language in the documentation to clarify DuPont safety expectations for a particular contracting need
- Assistance to the appointed contractor to develop a system on how to enforce their contractor safety requirements

Some of the specific points included in the contract were:

- Compulsory on-board safety orientation for supervisors, workers and visitors
- Site safety steward for every 50 workers
- Number of dedicated housekeeping personnel based on the total number of contractor workers on-site and requirement at each project stage
- Contractors-sponsored equipment to provide basic needs and maintain good hygiene
- Personal Protection Equipment (PPE) requirements – specific PPEs required for various tasks, including safety glasses for all workers and use of safety harnesses with double lanyards
- Supply of PPEs chargeable to the contractor in the event of their failure to replace workers’ damaged PPE
- Definition of consequences
- Penalty for every third non-conformance at Rs 5,000 per day (approximately US$100)
- Type of scaffolders, power tools and other tools required for various tasks
- Weekly safety audits and compliance to act on audit findings

Step 3: Contract award

An extended team comprising the PMC, the DuPont Project team and DuPont safety professionals then carried out the following:

- Pre-bid meetings to ensure that bidder is on the project concept and schedule and work, along with a review of their ability to fulfill requirements.
- Evaluation of bids and short-listing of bidders
- Bidder site visits and evaluation of these sites
- Analysis of site visit findings and meeting with bidder’s top management team to ensure areas identified were focused
- Award of job

Step 4: Orientation and training

Once the contractor was appointed, the next step was to ensure that the contract workers understood the project’s specific safety requirements. An orientation program for all the contractor workers included an additional craft skill program for specific jobs.

Detailed records were kept for the attendance, and the ID card necessary for site entry was issued only after each contract worker had completed the orientation segment and other necessary training programs.

More than 9,000 people were trained over a period of 17 months. The average per-day manpower estimated for the project was 950 workers required for the site completion.

Step 5: Managing the contractors

The following processes were put in place to ensure construction work was carried out according to the roadmap:

1. Commitment to safety and achieving contract requirements
2. Appointment of safety stewards – one steward for every 50 contract workers
3. Sharing of audit findings and ensuring corrective actions were taken
4. Tracking of week-on-week improvement
5. Regular Safety Committee and sub-committee meetings and tracking of follow-up actions
6. Identification of each weekly day for a specific purpose, for example, Monday – PPE inspection; Tuesday – tools inspection; Wednesday – electrical inspection; Thursday – high-level, fall-protection inspection; and Friday – tool box meetings
7. Sharing of trends with contractors’ management team
8. Sharing of ‘Unsace Acts’ during safety assembly as required
9. Celebration of milestone achievements such as rewarding and recognition
10. Referee safety training for all contract workers once every six months
11. Assessment of final safety evaluation against contract requirements
12. Periodic audits to reflect commitment to injury prevention via “self policing”

Step 6: Post-contract evaluation

The following performance criteria were critically evaluated by Safety Professionals, Project Manager and the PMC:

- Number of non-conformance notes issued to contractors for safety violations observed in audits and daily safety inspections
- Response to addressing identified unsafe acts and unsafe conditions
- Participation in safety committee meetings, weekly assembly meetings, audits and awareness training programs
- Improvement in HAC management such as regular safety review meetings, training by external resources, and team recognition for best SHE performance
- SHE performance metrics including near-miss cases and first-case cases

“Within a month, we saw effective knowledge and skill transfer through this combination of classroom work and field work. Each learning experience was related to the needs of a specific work group and they have been well received by workers and management alike,” added Mr. Bhedwar.

DuPont also developed and maintained leading and lagging indicators for measuring the safety performance. They were used to continually design and develop safety improvements.

Some of the indicators used were:

- Safe and Unsafe Acts Indicators
- Serious Potential Incident (SPI) Data and Analysis
- All Safety Audit Findings
- Quality of Safety Audits
- Training Records and Effectiveness
- Safety Meeting Completeness and Quality

Results

DuPCon Phase I, built on a 15-acre campus was completed in a record time of 17 months, within budget and setting a new benchmark of safety in the Indian construction industry. The project team trained more than 9,000 construction workers and delivered the project with zero lost workdays (one restricted workday) while logging more than 5 million man-hours – a remarkable achievement in the challenging local environment.

Mr. Bhedwar attributed the following as reasons for the shift in safe behavior:

- Implementation of consistent safety standards from housekeeping requirements to incident reporting throughout the site
- Recognizing improvements through public sharing, awards and celebrations
- Acknowledging individuals who had demonstrated good safety practices

Only one restricted workday case happened and from this experience, DuPont helped to improve a deficiency.
DuPont Knowledge Center (DKC) in India

DuPont Knowledge Center (DKC) is based at Hyderabad in India. Phase I of DKC is designed to house up to 600 scientists, engineers and other employees. DKC is a perfect confluence of DuPont’s global science capability.

In 2007, DuPont India announced plans to invest more than US$30 million to construct its first research and development center, the DuPont Knowledge Center (DKC) in Hyderabad, India.

When the DKC construction project was conceived and approved, workplace safety was a top priority for DuPont with an additional focus on reducing its associated dollar savings in the thousands.

Managing system to keep contractor workers safe

As a result of its unwavering commitment to safety, the DKC project team achieved the significant milestone of more than 3.5 million safe hours, over 5 million hours without a lost workday case and has a total recordable case rate of 0.84, while completing the construction project under budget.

Many steps were developed and implemented to ensure that a coordinated safety program between DKC and Indu Projects was selected based on their safety standards, needs, and expected to be another jewel in DuPont’s global science capability.

As a result of the foregoing issues, DKC elected to invite qualified local-level construction companies to bid for their construction project. While these construction companies have their own safety management processes, most did not comply with DuPont safety criteria and best practices.

Managing system to keep contractor workers safe

During the contractor prequalification phase, DKC performed a series of site visits to inspect contractors, including Micro, Blue Star, Fire Pro, Signapore and Hongkong were also appointed to complete the entire construction process based on their positive attitude towards safety.

The six-step DuPont contractor safety management system

On any given day, DKC counted more than 550 contractor workers on their job site, and yet DuPont was able to maintain one of the lowest contractor injury rates, with no recordable injuries, with no lost workday cases, with no hospitalization cases, and with no workers’ compensation cases.

Clear safety goals and expectations coupled with training and consistently training individuals who had demonstrated good safety practices

“it was rewarding to see the change in the contract workers’ attitude – from initial resistance to embracing the DuPont safety culture – and the results are testaments to the effectiveness of the system,” said Mr. Bhedwar.

Challenge

In 2007, DuPont India announced plans to invest more than US$30 million to construct its first research and development center, the DuPont Knowledge Center (DKC) in Hyderabad, India.

When the DKC construction project was conceived and approved, workplace safety was a top priority for DuPont with an additional focus on reducing its associated dollar savings in the thousands.

Many steps were developed and implemented to ensure that a coordinated safety program between DKC and Indu Projects was selected based on their safety standards, needs, and expected to be another jewel in DuPont’s global science capability.

As a result of the foregoing issues, DKC elected to invite qualified local-level construction companies to bid for their construction project. While these construction companies have their own safety management processes, most did not comply with DuPont safety criteria and best practices.

Managing system to keep contractor workers safe

As a result of its unwavering commitment to safety, the DKC project team achieved the significant milestone of more than 3.5 million safe hours, over 5 million hours without a lost workday case and has a total recordable case rate of 0.84, while completing the construction project under budget.

Many steps were developed and implemented to ensure that a coordinated safety program between DKC and Indu Projects was selected based on their safety standards, needs, and expected to be another jewel in DuPont’s global science capability.

As a result of the foregoing issues, DKC elected to invite qualified local-level construction companies to bid for their construction project. While these construction companies have their own safety management processes, most did not comply with DuPont safety criteria and best practices.

Managing system to keep contractor workers safe

As a result of its unwavering commitment to safety, the DKC project team achieved the significant milestone of more than 3.5 million safe hours, over 5 million hours without a lost workday case and has a total recordable case rate of 0.84, while completing the construction project under budget.

Many steps were developed and implemented to ensure that a coordinated safety program between DKC and Indu Projects was selected based on their safety standards, needs, and expected to be another jewel in DuPont’s global science capability.

As a result of the foregoing issues, DKC elected to invite qualified local-level construction companies to bid for their construction project. While these construction companies have their own safety management processes, most did not comply with DuPont safety criteria and best practices.

Managing system to keep contractor workers safe

As a result of its unwavering commitment to safety, the DKC project team achieved the significant milestone of more than 3.5 million safe hours, over 5 million hours without a lost workday case and has a total recordable case rate of 0.84, while completing the construction project under budget.

Many steps were developed and implemented to ensure that a coordinated safety program between DKC and Indu Projects was selected based on their safety standards, needs, and expected to be another jewel in DuPont’s global science capability.

As a result of the foregoing issues, DKC elected to invite qualified local-level construction companies to bid for their construction project. While these construction companies have their own safety management processes, most did not comply with DuPont safety criteria and best practices.

Managing system to keep contractor workers safe

As a result of its unwavering commitment to safety, the DKC project team achieved the significant milestone of more than 3.5 million safe hours, over 5 million hours without a lost workday case and has a total recordable case rate of 0.84, while completing the construction project under budget.

Many steps were developed and implemented to ensure that a coordinated safety program between DKC and Indu Projects was selected based on their safety standards, needs, and expected to be another jewel in DuPont’s global science capability.

As a result of the foregoing issues, DKC elected to invite qualified local-level construction companies to bid for their construction project. While these construction companies have their own safety management processes, most did not comply with DuPont safety criteria and best practices.

Managing system to keep contractor workers safe

As a result of its unwavering commitment to safety, the DKC project team achieved the significant milestone of more than 3.5 million safe hours, over 5 million hours without a lost workday case and has a total recordable case rate of 0.84, while completing the construction project under budget.

Many steps were developed and implemented to ensure that a coordinated safety program between DKC and Indu Projects was selected based on their safety standards, needs, and expected to be another jewel in DuPont’s global science capability.

As a result of the foregoing issues, DKC elected to invite qualified local-level construction companies to bid for their construction project. While these construction companies have their own safety management processes, most did not comply with DuPont safety criteria and best practices.

Managing system to keep contractor workers safe

As a result of its unwavering commitment to safety, the DKC project team achieved the significant milestone of more than 3.5 million safe hours, over 5 million hours without a lost workday case and has a total recordable case rate of 0.84, while completing the construction project under budget.

Many steps were developed and implemented to ensure that a coordinated safety program between DKC and Indu Projects was selected based on their safety standards, needs, and expected to be another jewel in DuPont’s global science capability.

As a result of the foregoing issues, DKC elected to invite qualified local-level construction companies to bid for their construction project. While these construction companies have their own safety management processes, most did not comply with DuPont safety criteria and best practices.

Managing system to keep contractor workers safe

As a result of its unwavering commitment to safety, the DKC project team achieved the significant milestone of more than 3.5 million safe hours, over 5 million hours without a lost workday case and has a total recordable case rate of 0.84, while completing the construction project under budget.

Many steps were developed and implemented to ensure that a coordinated safety program between DKC and Indu Projects was selected based on their safety standards, needs, and expected to be another jewel in DuPont’s global science capability.

As a result of the foregoing issues, DKC elected to invite qualified local-level construction companies to bid for their construction project. While these construction companies have their own safety management processes, most did not comply with DuPont safety criteria and best practices.

Managing system to keep contractor workers safe

As a result of its unwavering commitment to safety, the DKC project team achieved the significant milestone of more than 3.5 million safe hours, over 5 million hours without a lost workday case and has a total recordable case rate of 0.84, while completing the construction project under budget.

Many steps were developed and implemented to ensure that a coordinated safety program between DKC and Indu Projects was selected based on their safety standards, needs, and expected to be another jewel in DuPont’s global science capability.

As a result of the foregoing issues, DKC elected to invite qualified local-level construction companies to bid for their construction project. While these construction companies have their own safety management processes, most did not comply with DuPont safety criteria and best practices.

Managing system to keep contractor workers safe

As a result of its unwavering commitment to safety, the DKC project team achieved the significant milestone of more than 3.5 million safe hours, over 5 million hours without a lost workday case and has a total recordable case rate of 0.84, while completing the construction project under budget.

Many steps were developed and implemented to ensure that a coordinated safety program between DKC and Indu Projects was selected based on their safety standards, needs, and expected to be another jewel in DuPont’s global science capability.

As a result of the foregoing issues, DKC elected to invite qualified local-level construction companies to bid for their construction project. While these construction companies have their own safety management processes, most did not comply with DuPont safety criteria and best practices.

Managing system to keep contractor workers safe

As a result of its unwavering commitment to safety, the DKC project team achieved the significant milestone of more than 3.5 million safe hours, over 5 million hours without a lost workday case and has a total recordable case rate of 0.84, while completing the construction project under budget.

Many steps were developed and implemented to ensure that a coordinated safety program between DKC and Indu Projects was selected based on their safety standards, needs, and expected to be another jewel in DuPont’s global science capability.

As a result of the foregoing issues, DKC elected to invite qualified local-level construction companies to bid for their construction project. While these construction companies have their own safety management processes, most did not comply with DuPont safety criteria and best practices.

Managing system to keep contractor workers safe

As a result of its unwavering commitment to safety, the DKC project team achieved the significant milestone of more than 3.5 million safe hours, over 5 million hours without a lost workday case and has a total recordable case rate of 0.84, while completing the construction project under budget.

Many steps were developed and implemented to ensure that a coordinated safety program between DKC and Indu Projects was selected based on their safety standards, needs, and expected to be another jewel in DuPont’s global science capability.

As a result of the foregoing issues, DKC elected to invite qualified local-level construction companies to bid for their construction project. While these construction companies have their own safety management processes, most did not comply with DuPont safety criteria and best practices.