

Culture Change

24 October 2008

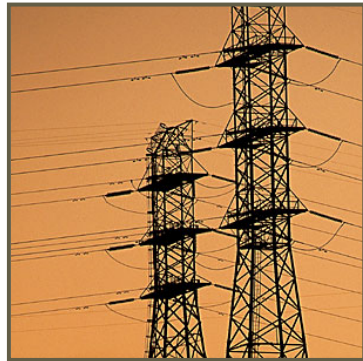
Govert Griffioen



DU PONT

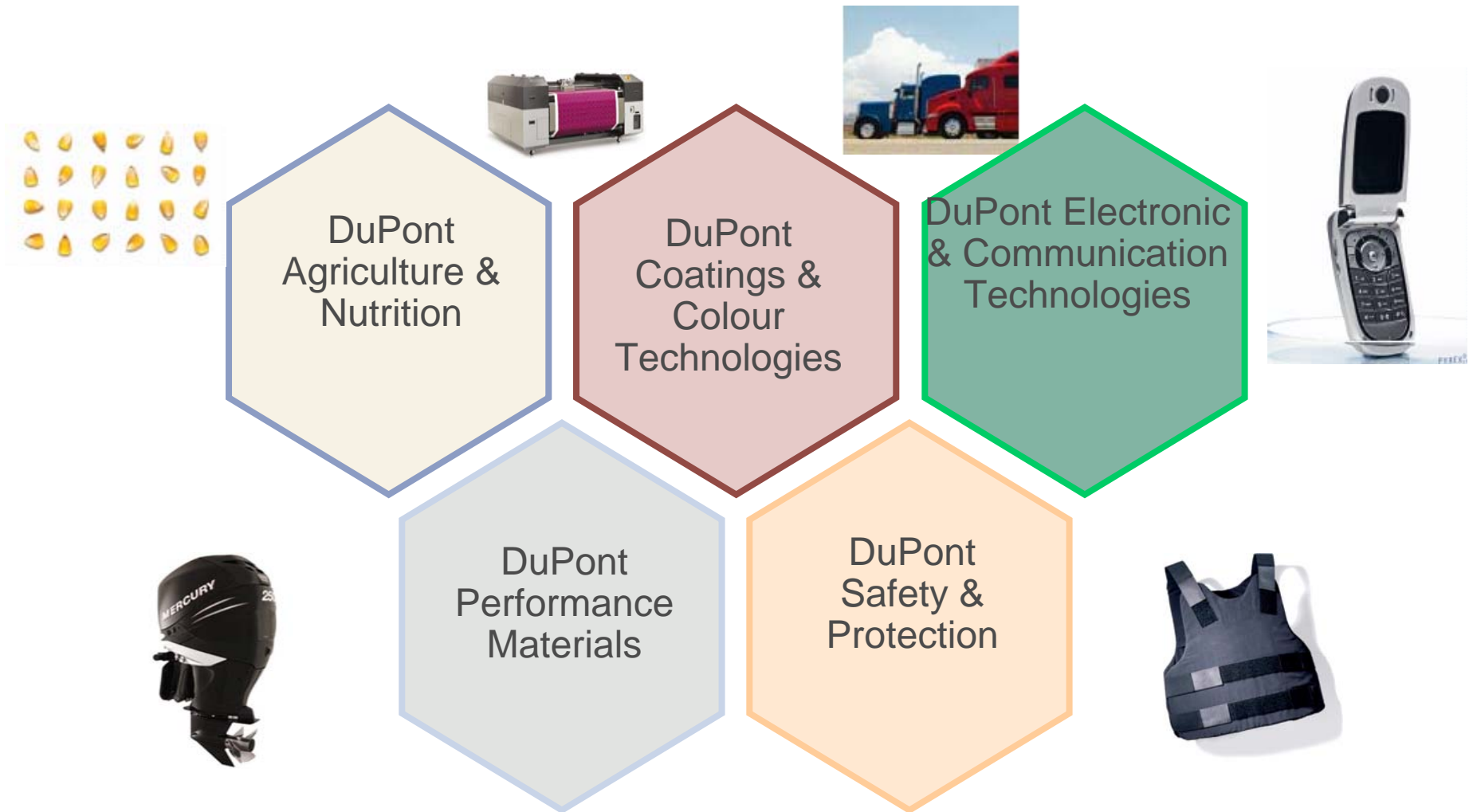
The miracles of science™

THE DUPONT COMPANY - TODAY



- Worldwide benchmark for industrial safety
- \$29 billion in revenue
- Diverse operations
- Operates in 70 countries on six continents
- 65,000 employees
- Five core business segments

Five Business Platforms



The DuPont Safety Culture



Powder mill operation began in 1802.

E.I. Du Pont and his Management team lived with their families on the premises

First safety rules established in 1811.

- Safety is a line management responsibility.

- No employee may enter a new or rebuilt mill until a member of top management has personally operated it.

Safety statistics began in 1912.

Off-the-job safety program began in the 1950's.

State-of-the-art Contractor Management began in 1989

Belief that all injuries are preventable developed in the 1940s.

DUPONT SAFETY RESOURCES

33 years of proven results

Owner/Operator

Thousands of clients globally across a variety of industries

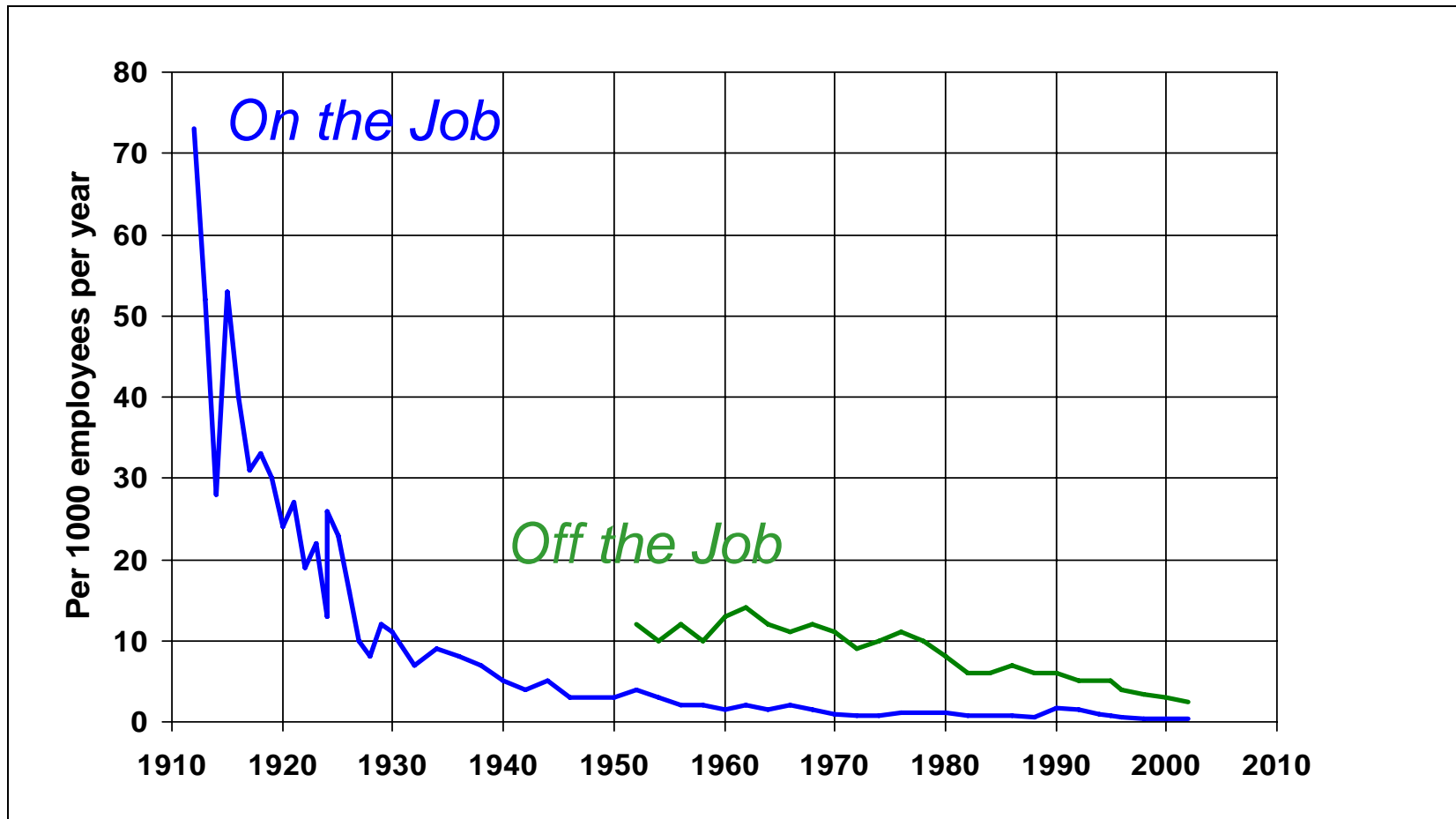
Knowledge / technology in:

- **Workplace safety**
- **Process safety**
- **Contractor safety**
- **Asset effectiveness**
- **Emergency response**

Depth and breadth of offerings to meet different client needs:

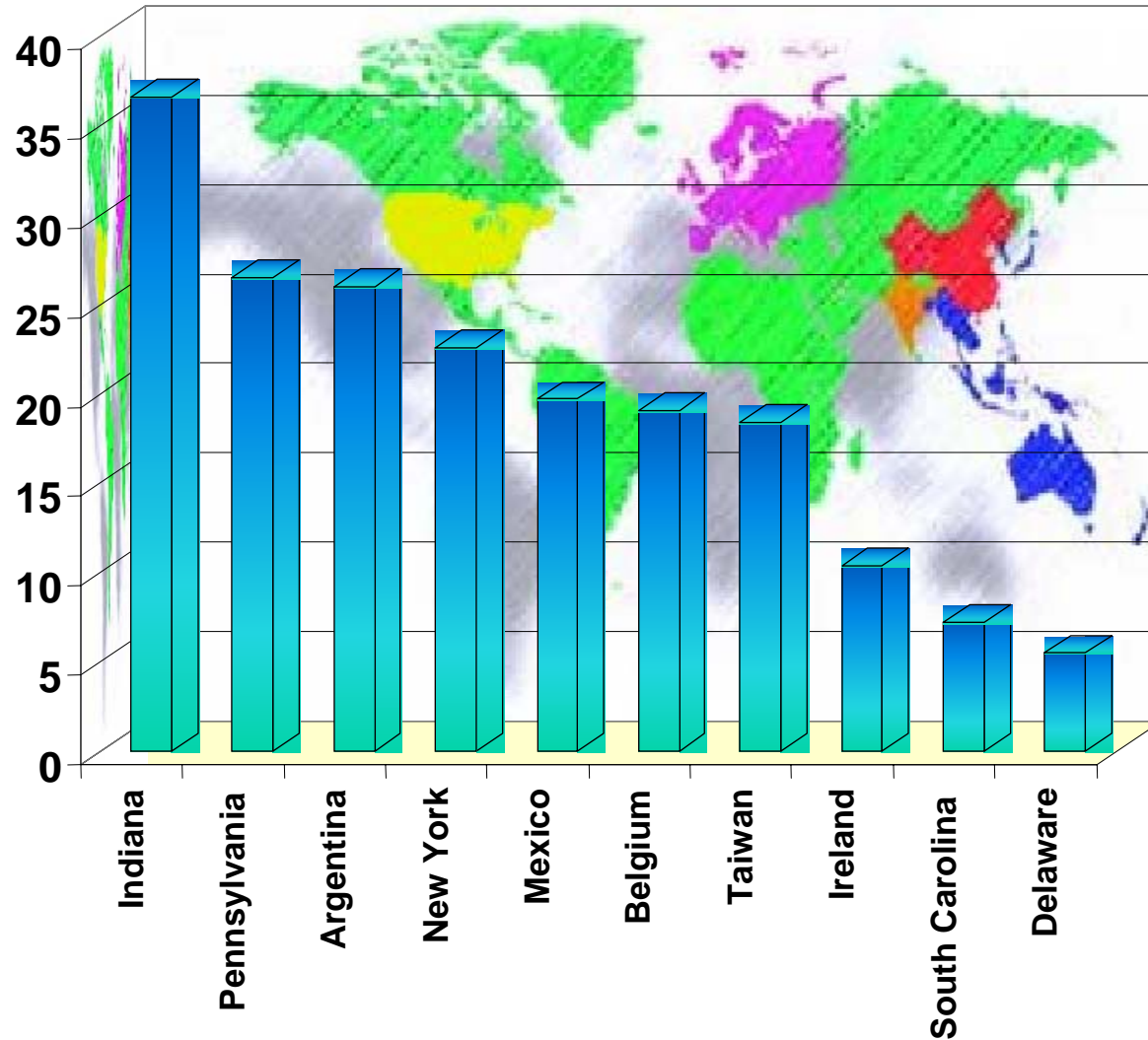
- **Integrated Solutions**
- **Consultancy – “Shoulder to Shoulder Support”**
- **Training Services**
- **Training Materials**

The DuPont Lost Time Injury Results



Zero is Possible

**Years
since last
lost time
injury**



DuPont Safety Principles

All injuries can be prevented.

Employee involvement is essential.

Management is responsible for preventing injuries.

Working safely is a condition of employment.

All operating exposures can be safeguarded

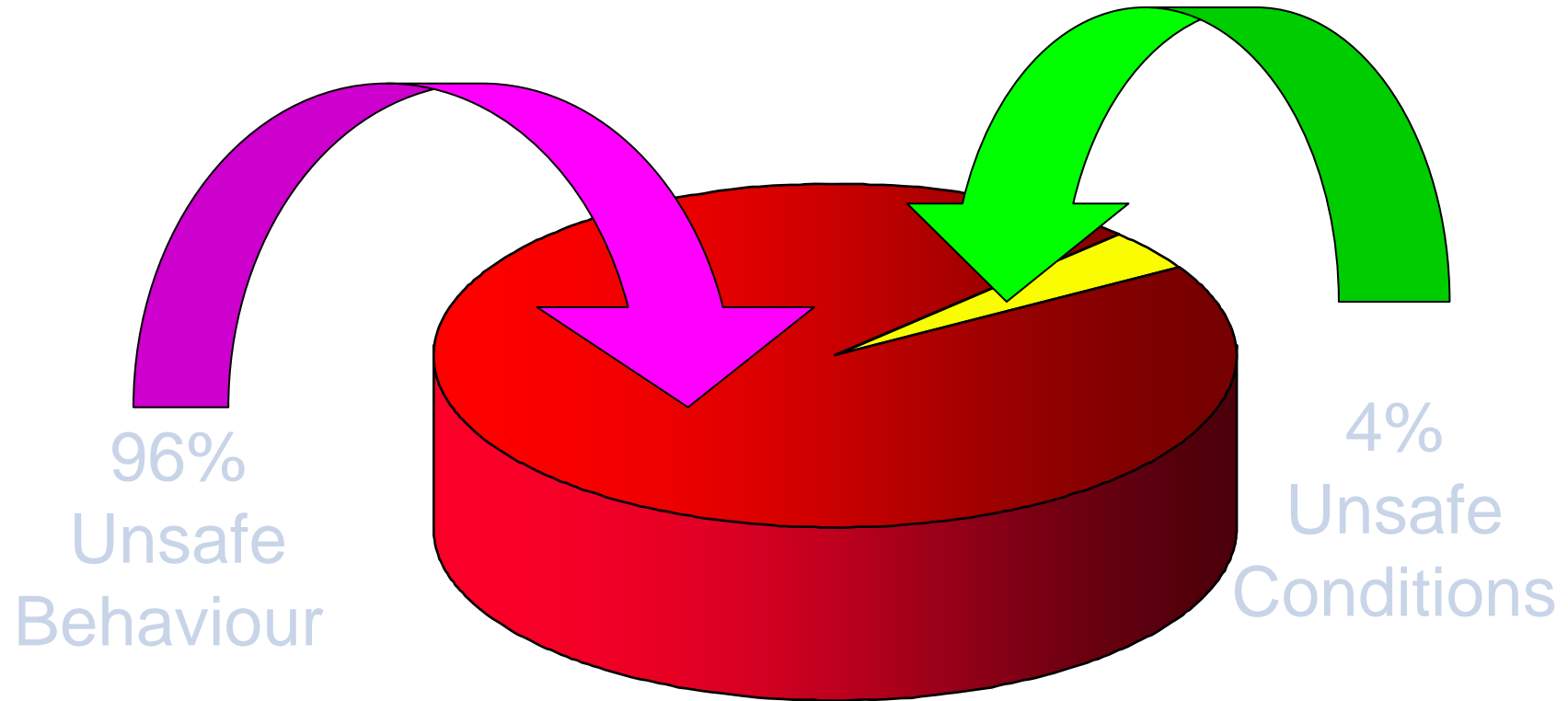
Management audits are a must.

Training employees to work safely is essential.

Prevention of personal injuries is good business.

We will promote off-the-job safety for our employees.

Causes of Incidents and Injuries



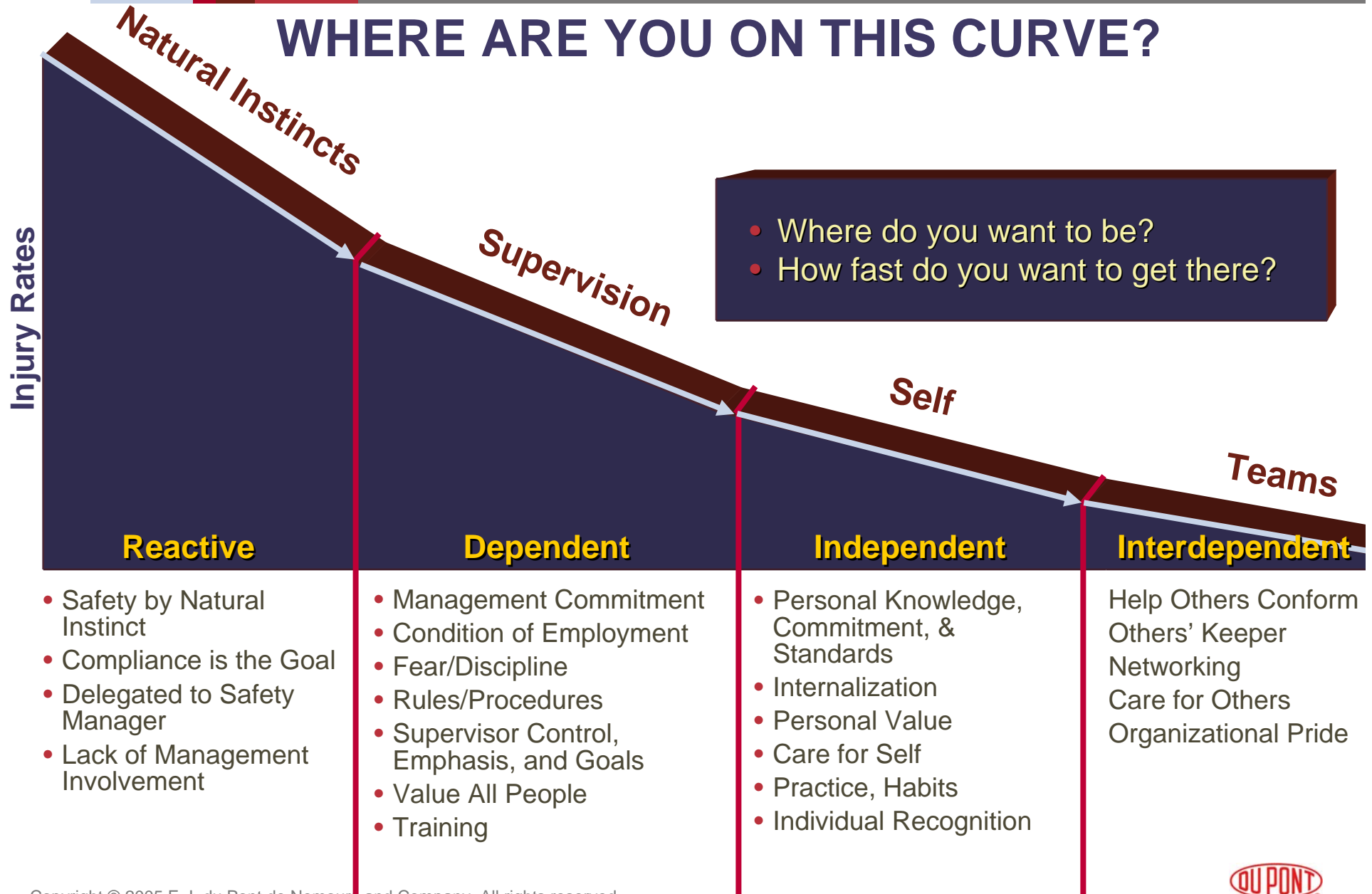
Behavioural Change

The Bradley Curve

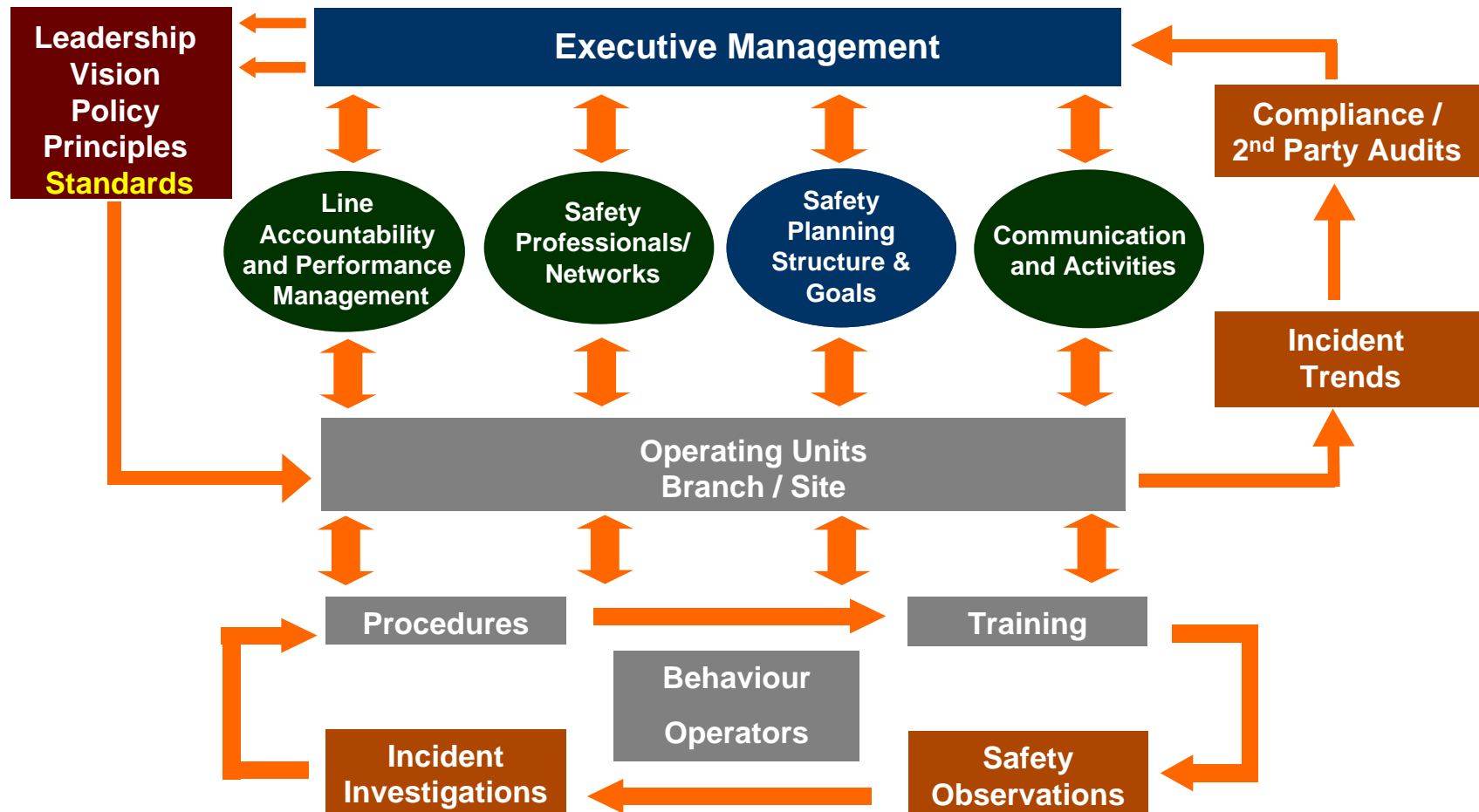


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WHERE ARE YOU ON THIS CURVE?



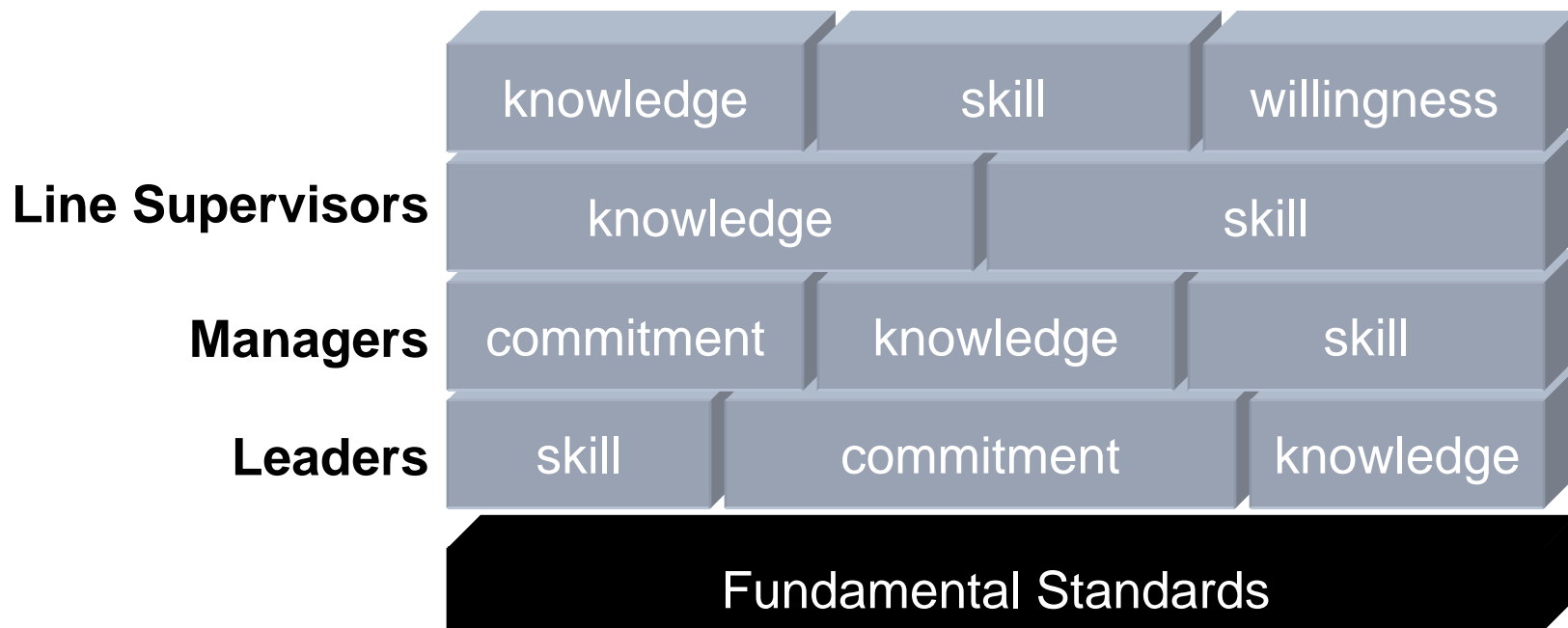
Safety Excellence Framework



WORLD-CLASS SAFETY - 22 ESSENTIAL ELEMENTS

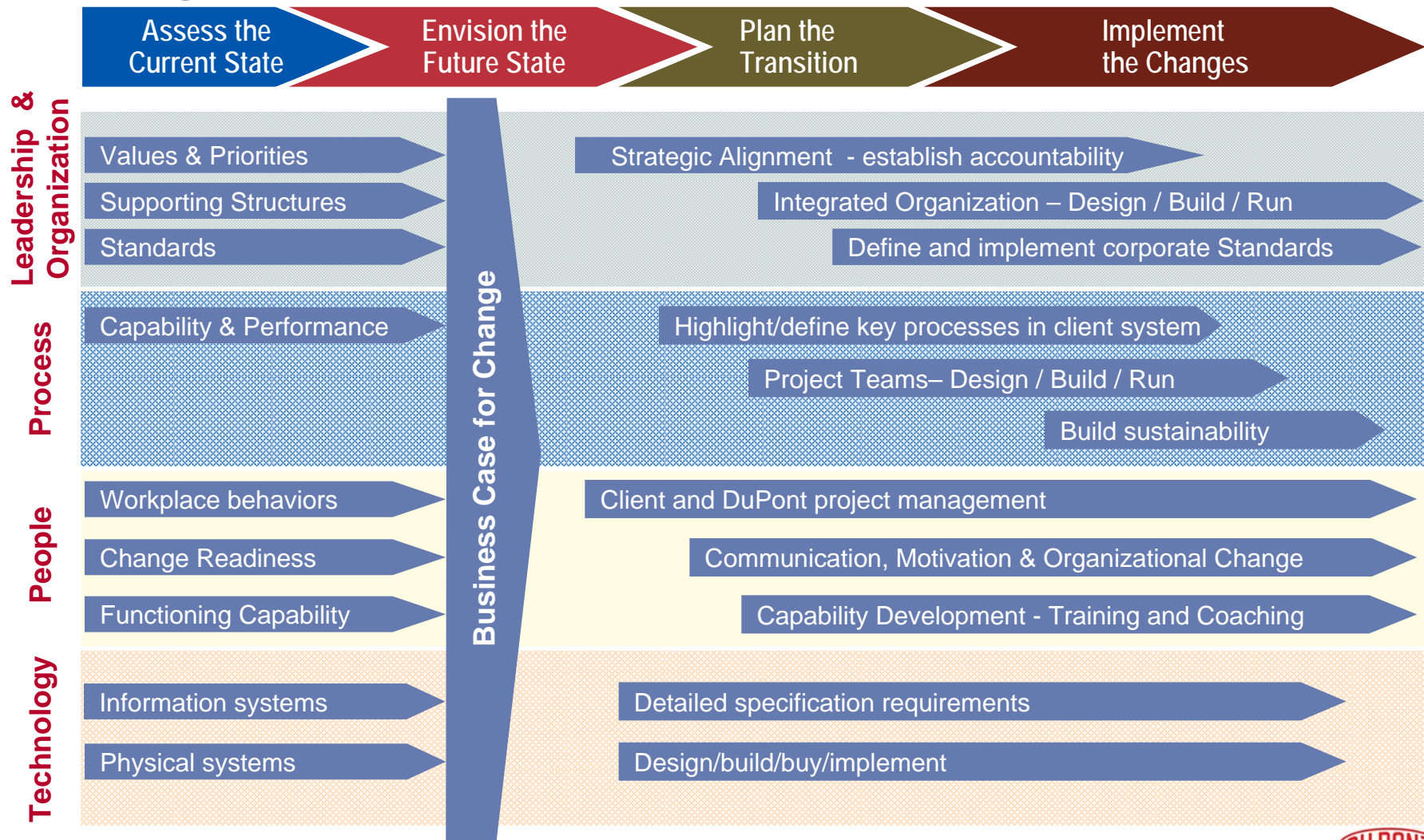


Building Safety Excellence

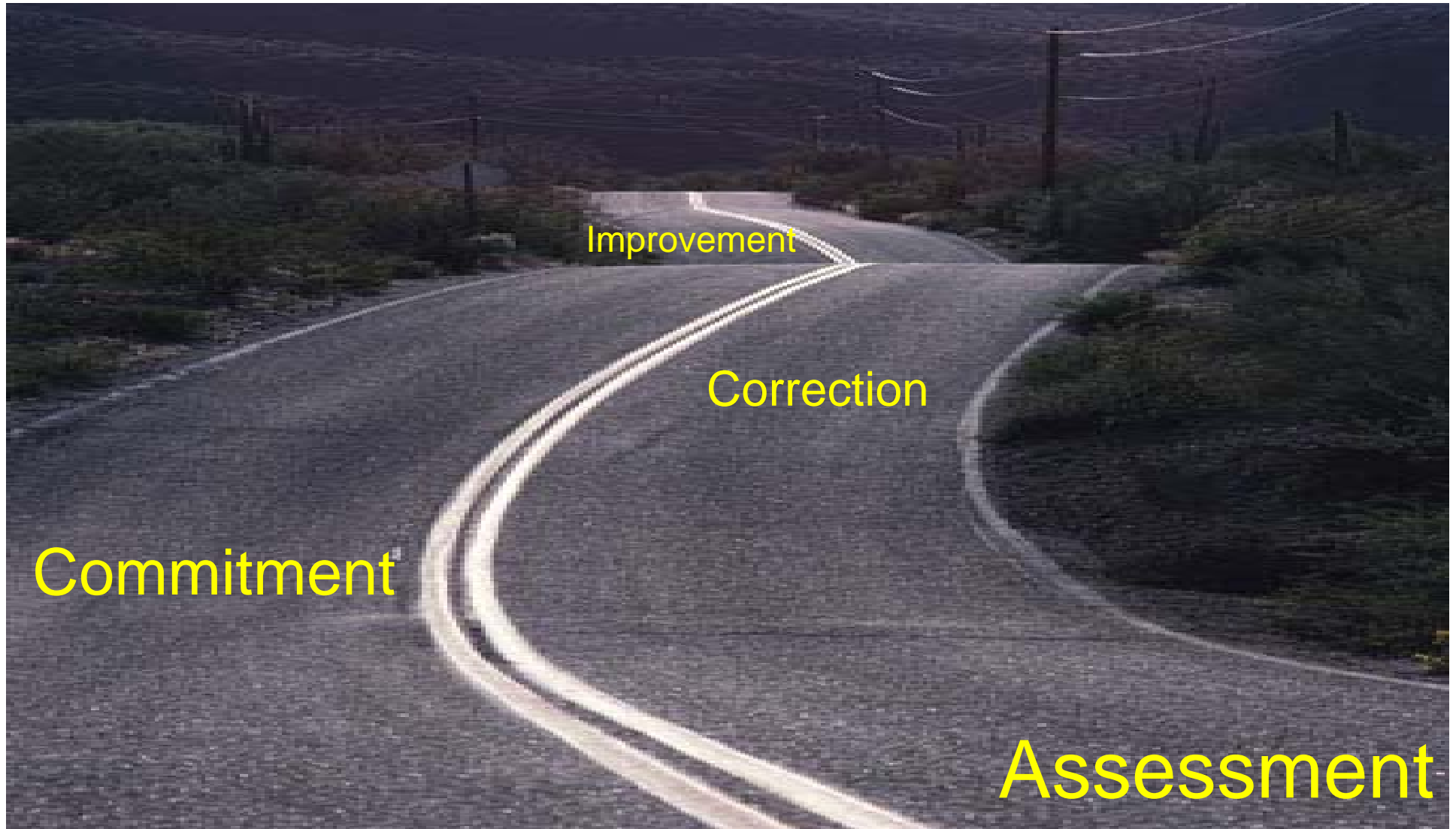


- The structure must be built from the bottom up
- The overall structure will suffer if any brick is missing
- It takes time and serious energy to build the structure

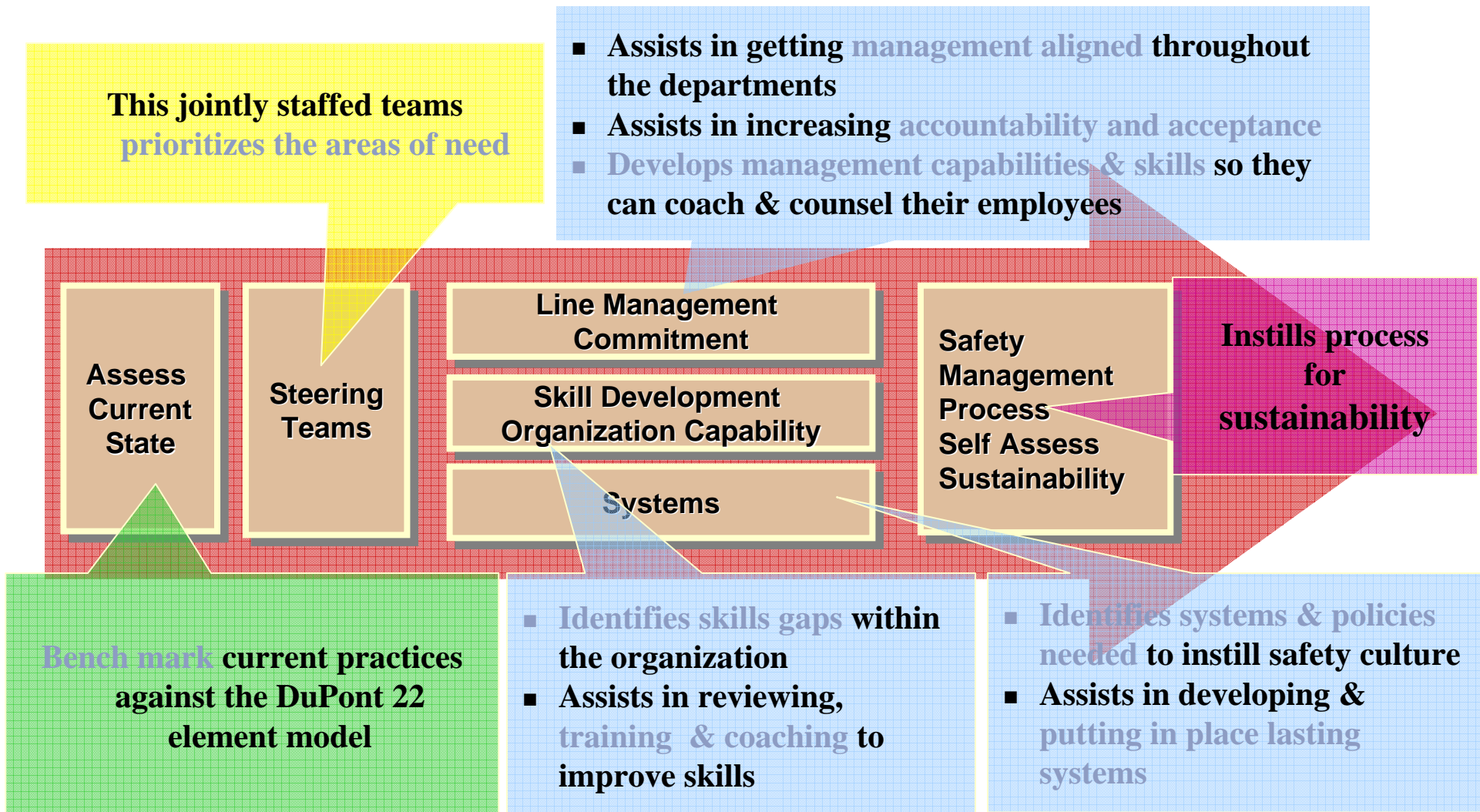
DSR's methodology transforms our know how into positive change at the client



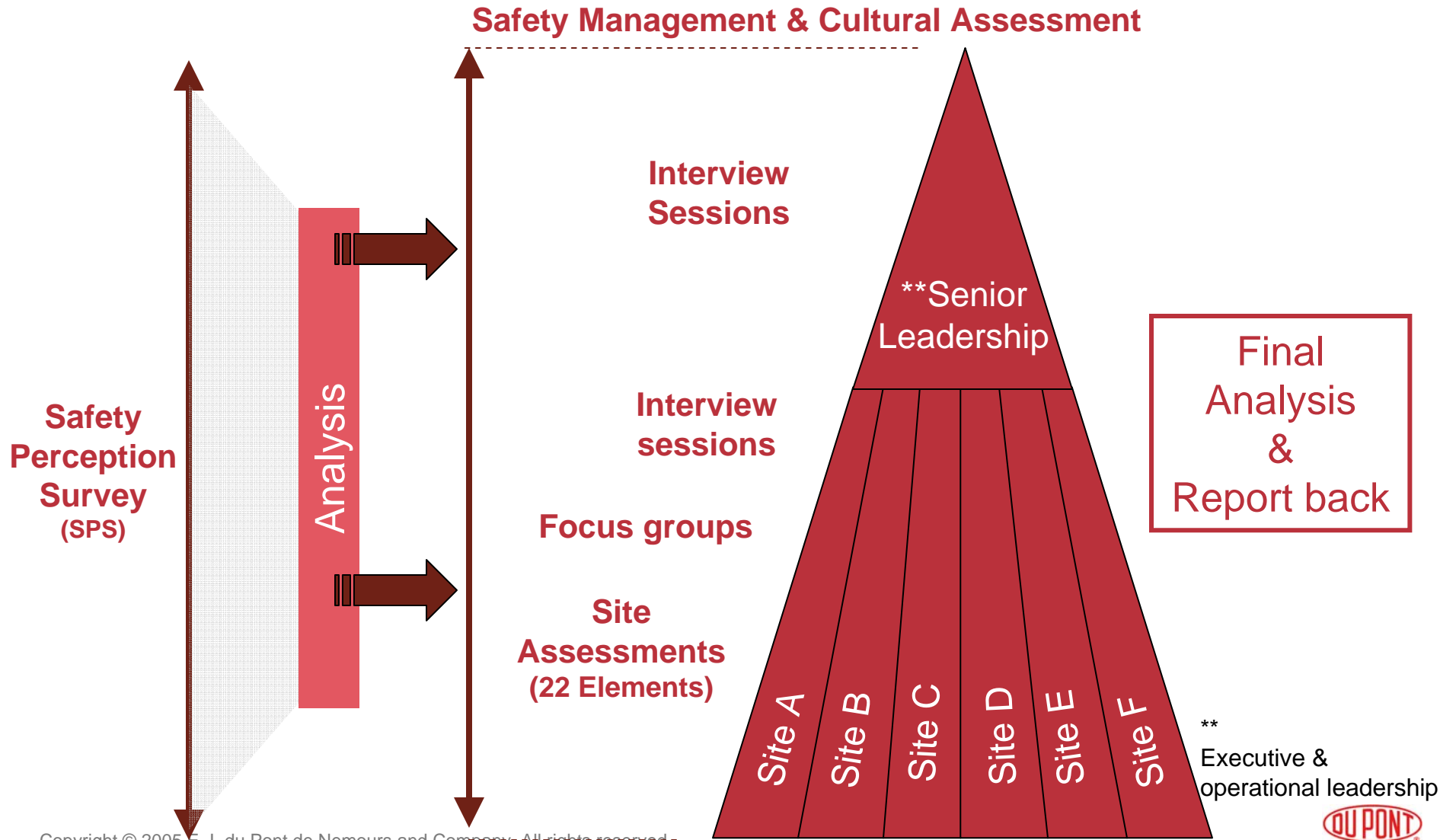
The Journey



The major elements of our Integrated Solution approach



Project Overview



Conclusion

The existing safety culture determines the change methodology

Tolerance for repeat injuries is a good indicator of the safety culture

Defining people's safety roles and responsibilities for safety is a must for behavioural change

The use of safety systems is not a good substitute for visible management commitment

Legislative compliance is not excellence - but it's a start

Need to approach each problem with the view of "behavioural change"

Controls are necessary but behavioural change is the goal

You will achieve the level of
safety excellence that
YOU
DEMONSTRATE
YOU
WANT