



'Committed to Zero'

DUPONT IS THE RECIPIENT OF THE 2013 ROBERT W. CAMPBELL AWARD

By Thomas J. Bukowski, associate editor

WHAT IS "COMMITTED TO ZERO"?

It is:

- The manager whose leadership on core values is felt by those he or she engages
- The global team that starts each meeting by discussing DuPont's core values and making a commitment to safety and health
- The building planner who considers the impact of the project on the environment and the safety and health of workers who will occupy it – as well as those who will build it

Committed to Zero means a personal commitment to the highest standards of environmental, health and safety excellence. It is the EHS motto actively practiced by employees of DuPont – the Wilmington, DE-based global research and technology-based science company and

2013 recipient of the National Safety Council Robert W. Campbell Award. The Campbell Award is presented annually to an organization that demonstrates how its world-class performance in EHS management is linked to its success as a business.

DuPont's recordable injury rate improved 13 percent in 2012 from 2011, and the company's first-quarter 2013 rate is 38 percent improved compared to the 2012 first-quarter rate. The company's recent EHS success is matched by its financial growth: DuPont's overall revenue grew 3 percent in 2012 compared to the previous year – which also is the average level of growth during the previous five years – and 2012 was a record year for many of the company's individual businesses and product lines.

"DuPont is honored to be named the 2013 recipient of the Robert W. Campbell Award," said Ellen Kullman, DuPont chair and CEO. "Our active commitment to safety excellence has been embedded into DuPont for over two centuries. This commitment has helped us grow into the organization we are today, and we will continue to seek improvements in safety, health and the environment as we work to live up to the high standards represented by the Campbell Award."

Photo: DuPont



Connecting EHS management with success

EHS management has been part of DuPont's operations since its inception more than 200 years ago as an explosives manufacturer, said Gary Rosenblum, senior director of the Campbell Institute at the National Safety Council.

C. Bland Dickey, director of global safety, health and environment for DuPont, said the company considers EHS a competitive advantage. DuPont's total recordable case rate between 2003 and 2010 was 83 percent lower than the average U.S. manufacturing organization and 21 percent lower compared to an average member of the American Chemistry Council. Simultaneously, DuPont is a top global market competitor in many sectors, with overall revenues exceeding \$38 billion and operations in more than 90 countries.

Another link between DuPont's EHS program and its bottom line is its process safety management system. In recent years, the system has increasingly focused on fatigue management, process hazard analysis and near-miss leading indicators, in addition to other management-of-change practices. As a result, in 2012 DuPont achieved a best-ever 0.08 severity rating based on the American Institute of Chemical Engineers' Center for Chemical Process Safety metrics for U.S. sites.

Safety leadership

DuPont leaders begin every executive meeting discussing the company's EHS and ethics values, establishing EHS management as a top priority and opening the floor for others to discuss safety and core values, Dickey said. EHS leadership sets strategies, records metrics and provides guidance, but the employees are the most critical part of the company's EHS success.



Dickey

"[DuPont] has learned over 200 years that [employee] focus, enthusiasm and attention to details are the key," Dickey said. "Safety is all about being on a team and working together, bringing up examples of best practices so everyone can learn from them."

An example of leveraging employee knowledge to improve safety is DuPont's James River facility in Richmond, VA, which won DuPont's first E.I. DuPont Safety Award medal for safety excellence in 2011. The 32-person sulfuric acid plant has achieved more than 18 years without a recordable injury and 30 years without an injury that led to a lost workday, Dickey said. The plant's leaders told the Campbell Award review panel that its workers make a daily choice to commit to their safety and the safety of the entire plant.

Such discussions led DuPont to formally adopt "Committed to Zero" as its new EHS programming slogan, to replace "Goal of Zero." A goal is something you strive toward, but a commitment is more personal and actionable for the individual worker and team, Dickey said.

Contractor safety

ONE OF THE MOST impressive aspects of DuPont's environmental, health and safety programming is the subsequent EHS performance of the companies it partners with, said Gary Rosenblum, senior director of the Campbell Institute at the National Safety Council. Rosenblum recalled a site visit he took to a DuPont operation in Mexico. On the way to the plant site, he noticed that some workers heading to other jobsites were riding on top of overloaded trucks with no safety rails. He also saw workers riding on trucks with safety rails and an appropriate number of occupants. The safe travelers turned out to be DuPont contractors.

"DuPont makes everyone safer in the communities because people want to work for DuPont, and you have to be safest to do that," Rosenblum said.

Contractors working at DuPont sites are inspired by DuPont's EHS programs, said C. Bland Dickey, director of global safety, health and environment for the company. As a result, contractor safety performance typically is on par with DuPont employee performance, Dickey said.

Collaboration

DuPont's use of employees as resources to improve EHS management is a great example for organizations everywhere, Rosenblum said, especially small and mid-sized businesses that struggle with having enough funding or resources for their safety programs. "Great companies ... can make every employee into a safety expert, safety managers of their own jobs," he said.

DuPont employees also tend to stay - even through the generations. John Dony, program manager for the Campbell Institute, suggested that DuPont's focus on workers' well-being contributes to the company's high retention rate. Both Dony and Rosenblum commented that, during the Campbell Award process, they met workers at DuPont sites who had great-grandparents and great-great-grandparents who were employed by DuPont. Rosenblum even encountered someone who was a sixth-generation DuPont employee.

In addition to receiving the Campbell Award, DuPont joins 27 other organizations - including 11 past Campbell Award winners - as part of the Campbell Institute. The institute provides case studies and information on best practices for integrating EHS management in organizations' business functions while strengthening both.



- LEADERSHIP AND EMPLOYEE ENGAGEMENT
- SAFETY MANAGEMENT SYSTEMS
- RISK REDUCTION
- PERFORMANCE MEASUREMENT

For more, visit nsc.org/safety_work.



Dickey said that he looks forward to sharing DuPont’s perspectives on safety culture with other employers. He also hopes small and mid-sized organizations follow DuPont’s example of leveraging and obtaining its workers’ knowledge of work functions to improve their EHS program. This has become increasingly important as many employers, including DuPont, are facing the retirement of large numbers of workers. That potential loss of knowledge – if not captured beforehand – is one of DuPont’s largest upcoming EHS challenges, Dickey said.

Another challenge the company faces is a recently announced shift in business focus from chemical manufacturing to becoming a global market-driven science company focused on the food, energy and protection needs of a growing global population. Although this shift may mean changes for some of the company’s operations, DuPont’s core values – established more than 200 years ago – will not be impacted, Dickey said.

“[DuPont’s] EHS commitment has never wavered,” Dickey said. “We set the standard for occupational EHS compliance and footprint reduction. We now integrate this legacy into a new business model that focuses on sustainable growth.”

Who was Robert W. Campbell?

ROBERT W. CAMPBELL was a pioneer in the safety movement in the United States. As the first chairman of Illinois Steel’s corporate-wide safety committee, he organized the company’s first formal incident prevention programs, established safe work practices for many jobs, and developed safety training programs for workers and supervisors. Campbell was selected by his peers to serve as president of the newly formed National Safety Council in 1913. Campbell’s leadership in the council’s formative days was powerful in the development of organized incident prevention efforts on a national scale.

CAMPBELL AWARD RECIPIENTS

2013 DuPont	2008 Fluor Hanford/Gulf Petrochemical Industries Co.
2012 Firmenich	2007 The Bahrain Petroleum Co.
2011 UTC Fire & Security	2006 Alcan Inc./DynMcDermott Petroleum Operations
2010 The Dow Chemical Co.	2005 Johnson & Johnson
2009 Schneider Electric North America	2004 Noble Corp.

Focused on sustainability

DUPONT considers sustainability the organization’s “greatest challenge and opportunity.” From a business perspective, the goal of sustainability typically is to reduce the number of resources required to produce a product or perform a work process to increase profitability. However, as a global research and technology-based science company, DuPont also is focused on creating sustainable products and solutions – all while improving its bottom line and maintaining its commitment to environmental, health and safety excellence.

According to its 2012 Sustainability Progress Report, DuPont has set increasingly higher sustainability goals to achieve for the past two decades. Among its recent successes, DuPont reduced the money it would have spent on energy costs by \$6 billion between 1990 and 2010 by increasing its use of renewable energy sources. During this same time period, DuPont’s business grew 40 percent and the company improved on multiple environmental footprint metrics.

“Setting ambitious sustainability goals helps us advance our performance

both financially and environmentally, and results in positive impacts up and down our value chains,” Ellen Kullman, DuPont chair and CEO, said in the report.

Safety through Design

DuPont uses the engineering concept known as Prevention through Design – which it refers to as “Safety through Design” – at the beginning of every new product, process or building development cycle. Engineers, EHS professionals and other stakeholders collaborate using PtD software to identify safety and health risks to workers of any new initiative. During this process, they also determine the feasibility of using renewable energy sources or environmentally friendly materials without affecting safety and health.

These efforts contribute to many of DuPont’s global sites being recognized as environmentally friendly, such as receiving the ISO 14001 certification for environmental management systems. In the summer of 2013, one of DuPont’s headquarter offices

obtained the Leadership in Energy and Environmental Design Gold certification, which is administered by the U.S. Green Building Council. The office building has solar panels on its roof to reduce its reliance on non-renewable energy sources and was built, in part, using wood from sustainable forests.

Sustainability goals and values

DuPont’s sustainability goals include:

1. Produce enough healthy food to feed everyone in the prospect of a growing world population.
2. Reduce the world’s reliance on non-renewable energy resources such as fossil fuels.
3. Protect people and the environment from harm.

Each goal ties in with the company’s existing core values of safety and health, environmental stewardship, ethical practices, and respect for people. For more on DuPont’s sustainability goals, download the company’s 2012 Sustainability Progress Report at <http://bit.ly/17zbuBB>.