



# Toll Ports Embrace Workplace Safety as a Key Business Value

- 70% reduction in Lost Time Injury Frequency Rate.
- Considerable reduction in number of new workers compensation claims and related costs.
- Improved industrial relations environment.



## CHALLENGE

Having grown significantly through acquisition over the past decade, Toll Ports had become a curious mix of safety cultures, performance standards and pre-conceived notions of 'acceptable' behaviour. "Certainly, behaviour-based safety was not an industry norm and introducing this concept across such a geographically diverse business as ours was a real challenge" remembers Steven Ford, General Manager for Toll Ports.

"Being a key contractor to safety-conscious organisations such as BlueScope Steel was also a big incentive to lift our own performance," said Steven.

## SOLUTION

Gaining management understanding and commitment for safety excellence was the necessary first step. Toll Ports invited DuPont to share their expertise and experience by facilitating an Action Planning Workshop, where senior managers were introduced to "world-class safety" and their role in making this happen. Expectations were discussed and agreement reached on a path forward.

"One of the most challenging aspects for Toll Ports is the dynamic nature of the work environment" says Darryl Stewart, Quality and Risk Manager. "Ships are a constantly changing environment, where every day brings different people, teams, contractors, crews and equipment. In this work environment, visible leadership and constant reinforcement from management has been a crucial factor in our safety successes."

An early challenge was the introduction of safety observations, which initially received a mixed response from the workforce. However, value for this process grew once employees saw these observations had a direct impact on a reduction in both the number and severity of injuries. "As an organisation that looks for solutions, safety fits very comfortably within Toll Ports and safety observations have been an excellent way in which everyone can contribute," says Steven.

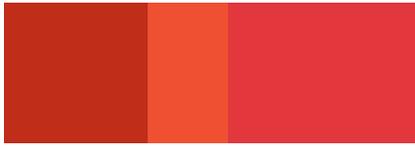
There were many other safety initiatives during this time, including the introduction of Coach and Audit Sheets, OHS sub-committees and interactive training sessions. In addition, personal coaching for managers by DuPont in the field played an integral role in the development of their observation and communication skills, allowing these managers to integrate safety as the number one priority within everyday business operations.

*"All injuries are preventable. You just have to believe it, but it is actually one of the hardest things to believe at face value."*

Steven Ford  
General Manager, Toll Ports



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“Our managers are now able to recognise an unsafe act as they go about their work and talk with employees about finding solutions without laying blame,” says Steven. “Reconciling a genuine ‘care for people’ attitude in a tough, industrial work environment has been the biggest accomplishment of the safety culture reform at Toll Ports. The involvement of staff and leadership at all levels in the workforce has been a critical element in our success. This in turn has driven behaviours that have improved operating efficiencies, customer satisfaction and employee morale and productivity.”



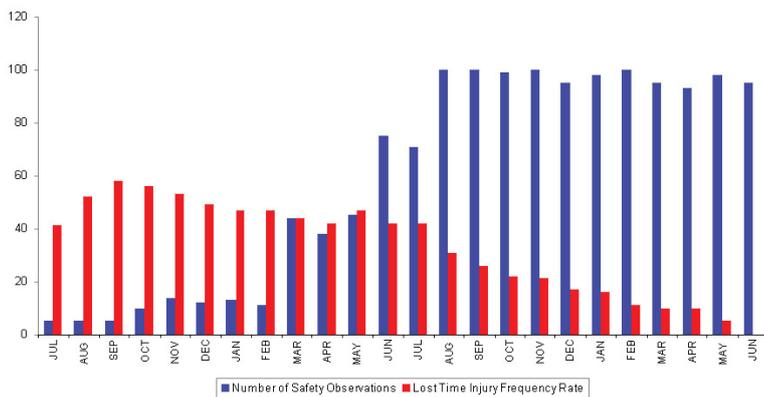
## RESULTS

Toll Ports have achieved significant milestones in their safety and operating performance, including:

- 70% reduction in their lost Time Injury Frequency Rate over the first 12 months.
- Considerable reduction in the number of new workers compensation claims and related costs.
- High level of involvement in safety-related activities among employees.
- Significant increase in reported near misses.
- Positive impact on industrial relations.

The experience of the Port Kembla site is an excellent example. As the site’s participation rate in safety observations rose, their Lost Time Injury Frequency Rate went from 43 (per million man hours) to zero over the same period, a phenomenal achievement.

“The correlation is remarkable,” says Darryl. “As soon as the entire workforce embraced the discipline of safety observations and became involved in solving the problem, the lost time injuries basically dried up. We are now working across all our sites so they too can achieve the goal of ‘zero harm’.”



This graph shows the correlation between the LTIFR and safety observation participation rates at Port Kembla Stevedores.

Toll Ports, part of Toll Holdings Ltd, is one of South-East Asia’s leading providers of port operations management and stevedoring services, with approximately 1000 employees. Fertilizer, minerals, steel and forestry are amongst the major industries using these services.

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