

AN INTEGRATED APPROACH TO SAFETY

DuPont Sustainable Solutions



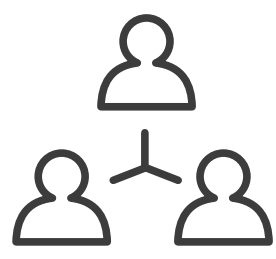
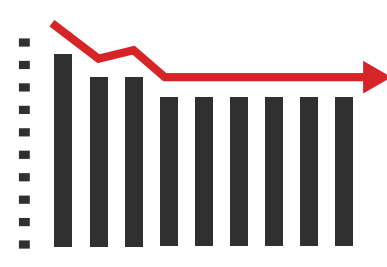
TRANSFORMING SAFETY CULTURE



Saudi Arabia

Luberef is the only base oil producer in the Kingdom of Saudi Arabia, supplying companies such as Shell, Mobil, Caltex, Fuchs and Petromin Corporation.

After years of inconsistent adherence to safety standards, **Luberef's safety performance had plateaued.** Its leaders challenged DuPont to help establish the mindset and behaviors needed to maintain safe conditions.



To effect real change, DuPont would not simply implement new policies—it would **transform safety culture at every level of the company.**

A COMPREHENSIVE PLAN

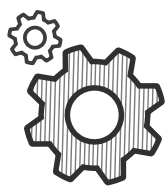
“ I looked at [DuPont's] approach to safety and thought, ‘This is what is missing. It has the potential to not only improve safety, but the whole manufacturing process.’ ”

Ibrahim Al-Faqeeh, Vice President, Manufacturing, Luberef

After carrying out an assessment of Luberef sites, DuPont made several recommendations to help improve safety culture throughout the company:



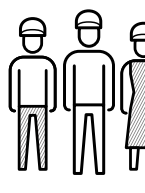
Develop safety leadership competencies



Implement a best practice safety management system



Update the incident reporting procedure for more accurate measurements of safety indicators



Train all levels of the organization



Set up a self-maintaining safety management structure

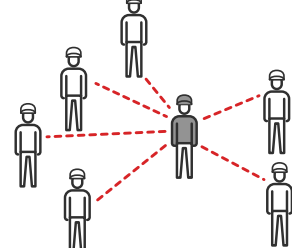
ENGAGING EMPLOYEES

To help foster a passionate commitment to safety at Luberef, DuPont engaged employees at every level.

TASK LEADERS ASSIGNED



Each element of the new safety plan was assigned a task leader who was trained in safety best practices.



The task leaders were then responsible for passing key learnings on to their broader teams and helping to build awareness of safety procedures.

SAFETY AS A KPI

Achievement of safety KPIs now account for **25 percent of every employee's bonus payment**, emphasizing the integral role safety plays in job performance.



VISIBLE IMPROVEMENT

“ Everything has something to do with safety. Nothing is outside of the safety framework. It's a 360 degree process. ”

Samir Khan, Corporate Risk Coordinator and Project Manager

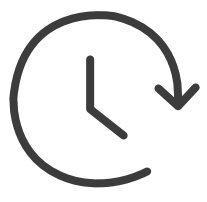
Since DuPont began working with Luberef to improve safety throughout the company, a number of impactful changes have taken place.



Not only are **safety roles and expectations clearly communicated** to employees, but they are also **enforced consistently** as part of workplace culture.



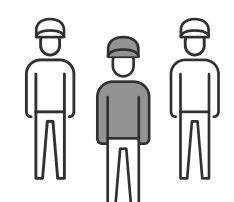
Because **safety is more organized**, Luberef's leaders are better able to analyze safety data—which **enables continuous improvement.**



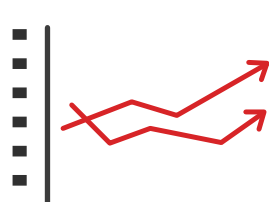
Thanks to a decrease in safety incidents, **Luberef's plants operate more efficiently**, saving time and money.

MEASURABLE RESULTS

DUPONT SUCCESS FACTORS



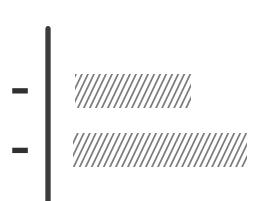
Visible commitment by Luberef leadership



Fixed safety expectations that are part of KPIs and formal assessments

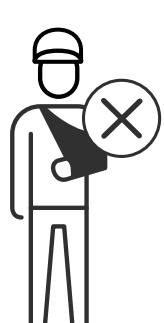


Clear, accountable structure of responsibilities



Tracking of leading indicators as well as lagging ones

MEASURABLE RESULTS AT LUBEREF



7 MILLION MAN HOURS without Lost Time Injury (LTI) at both Luberef sites

CAT C Process Safety Incidents **CUT BY 75 PERCENT**

Total Recordable Injury Rate **CUT BY 100 PERCENT**



Total process incident rate **DROPPED TO ONE**

Mechanical availability of sites **RUNNING AT 98 PERCENT**

