

Safety is our
Number 1
Priority



DEN HARTOGH
LOGISTICS

Safety is our **Number 1** Priority



Throughout its 100 year history, Royal Den Hartogh Logistics has always focused primarily on safety when performing its activities, however, we must always strive to improve and progress.

In 2014, Den Hartogh asked itself: How could it raise the safety performance of the organisation, its employees and its supply chains to the 'next level'? The 'next level' being the next level on the 'safety ladder', moving to a culture where safety is fundamental to how we operate and do business. This ambition sits alongside our desire to do no harm to anyone in our supply chains and Safety is our Number 1 priority.

In order to do this we took on board a programme called "Power of Safe". Since its original inception, this programme has been in operation at our locations and in the group.

This booklet explains what this programme is, and provides insight into what it has achieved and continues to achieve throughout Den Hartogh for our customers and our own staff.

Awareness

- Creating an awareness within our people.
- Opening the mind as to why we need to change our performance.



It's all about People

- At Den Hartogh Logistics, we believe in taking care of each other.
- We believe in ensuring that we all return home safely to our families and loved ones after a days' work.
- Our people are our most valued asset and simply are our company.
- The health and safety of us all and those involved in our work is of greater value than any economic value.



Why do **we invest** in the Power of Safe?

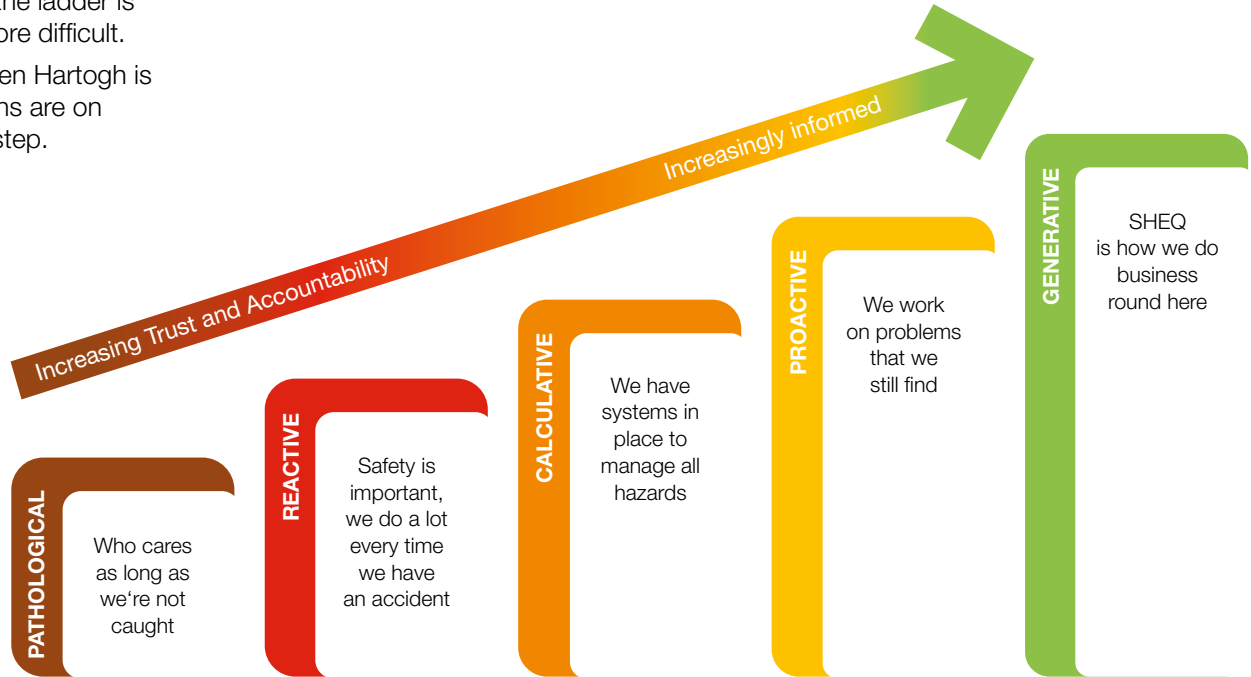
- To raise the level of the safety culture of Den Hartogh.
- To improve our safety performance.
- To take the journey to Zero Harm.
- It fits the Den Hartogh way of thinking.



Safety Culture



- Where are we to begin with?
- Where do we want to go?
- What do we need to do?
- The journey up the ladder is progressively more difficult.
- First stage for Den Hartogh is that ALL locations are on the “proactive” step.



Power of Safe Programme

- The Power of Safe programme runs through a structured examination with the local teams, these engage and measure the participants' awareness, and develop ideas related to safety.
- The first event is called the "Zero Assessment".
- In each location, the examination is built with a cross section of employees: with drivers, office staff, technical staff and management. The local team, together with the SHEQ Team, translates the ideas into actions and integrates them into the way we work.
- These group studies are run continuously, to ensure everyone's involvement and to keep improving our level of safety awareness. E.g. the delivery of ideas created at Zero Assessment.



Power of Safe -

A measurement Tool



- Looking at safety in a different way.
- Exploring the subject of safety from four different angles.

**Technical
Safety**

**Integration
& development
of Safety**

**Organisational
Safety**

**Behavioural
Safety**

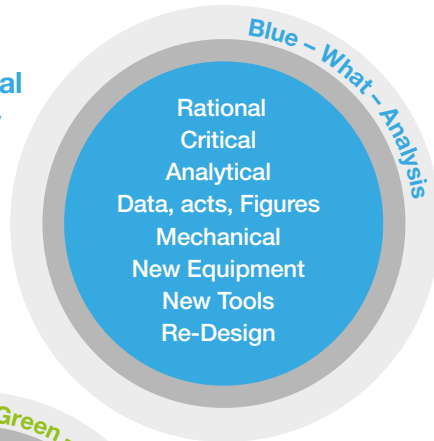
Power of Safe -

A measurement Tool

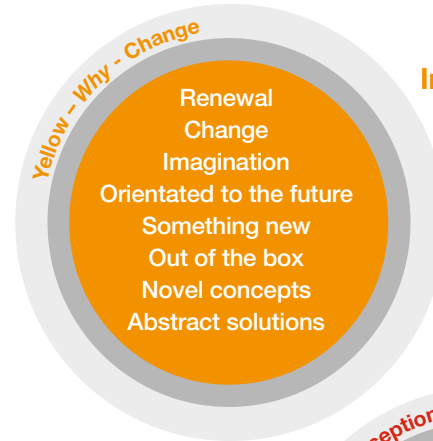


- Examples of each vision of safety.

Technical Safety



Improvement of Safety



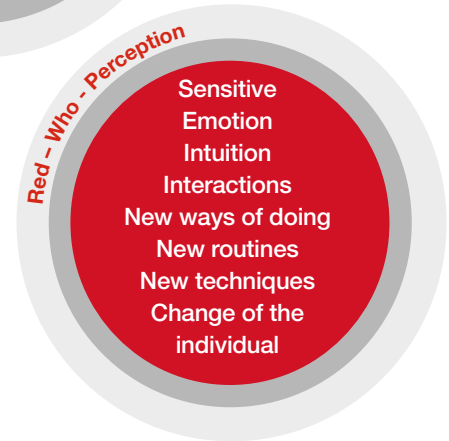
Systematic
Structured
Methodical
With a plan
Process
Procedures
Organising
One way of doing

Green - How - Control

Organisational Safety



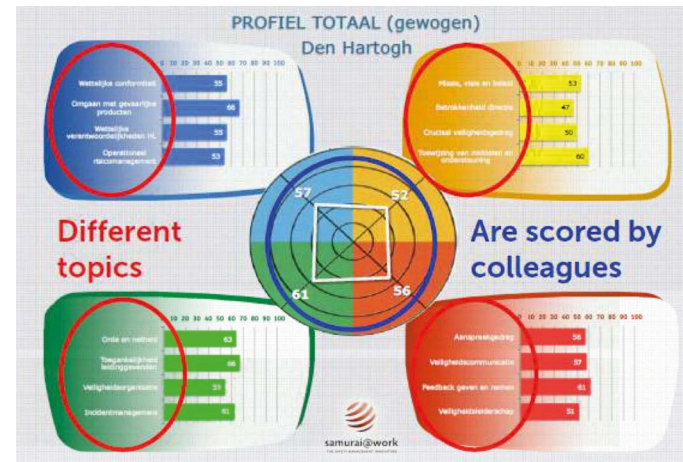
Behavioural Safety



Power of Safe programme

- The Power of Safe programme Zero Assessment.
- Six core topics plus 2 additional topics are examined.
- The topics are examined through each of the four views of safety.
- The scores are combined to give a profile.
- The profile in turn is converted into a measure of the safety culture.
- The ideas and opportunities are taken forward to the local Improvement Plan.

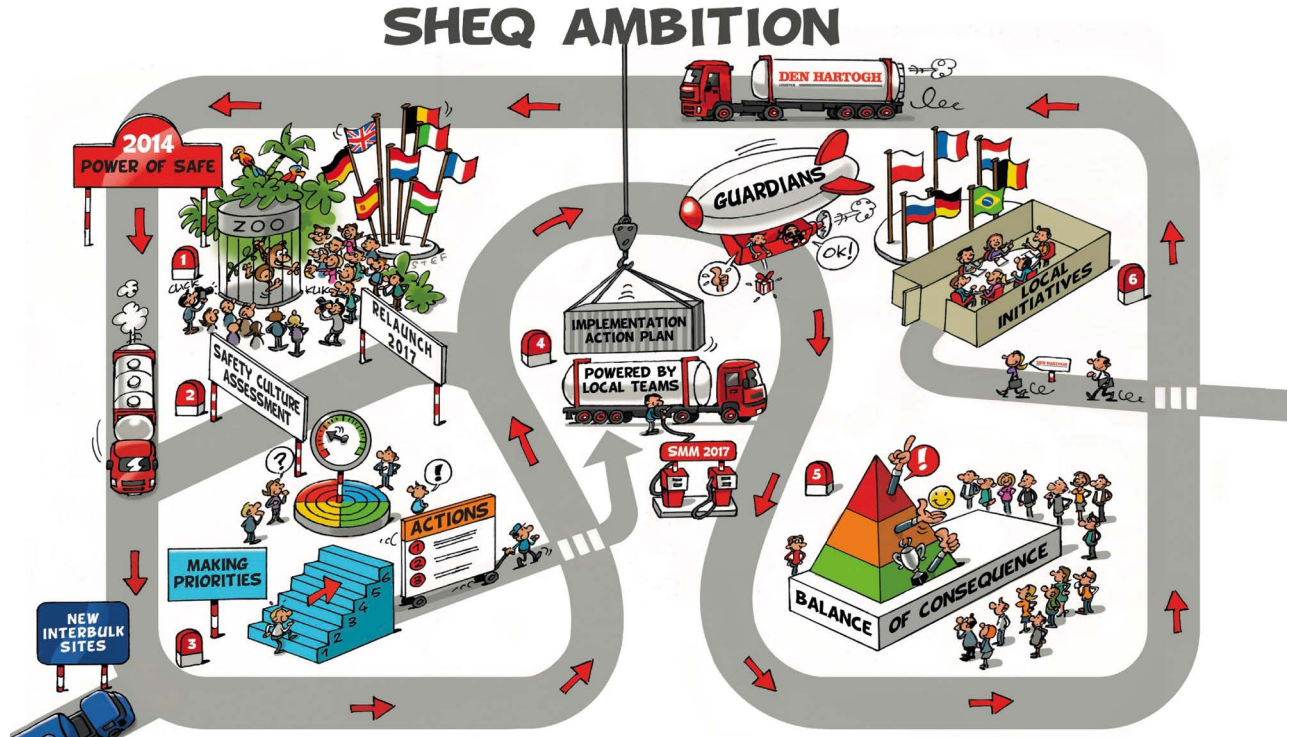
Technical Safety Topics			Improvement of Safety		
B2	Legal Compliance	Y1	Mission, vision, policy		
B3	Operational risk management	Y2	Crucial behaviour with regard to safety		
B5	Technical safety	Y4	Involvement by Management and Higher Management		
B6	Safety physical work environment	Y6	Safety innovation		
B7	Personal protection equipment	Y7	Continual improvement in the S-culture		
B9	Safety performance management	Y9	Changing World of Work		
B10	Specific work areas				
B11	Handling hazardous products				
Organisational Safety Topics			Behavioural Safety Topics		
GR1	Safety plans / plan of approach	R1	Responsiveness		
GR2	Emergency Response Plan	R2	Safety leadership		
GR4	Procedures	R3	Safety coaching by managers		
GR5	Toolbox meetings	R4	Giving and accepting feedback		
GR6	Incident management	R5	Employees' safe behaviour		
GR9	Order and neatness	R6	Managers' safe behaviour		
GR10	Contractor management	R7	Safety training		
GR11	Safety tours, observations	R8	Safety communication		
GR12	Access to management				



Power of Safe programme



- The Power of Safe programme is continuous.
- The Power of Safe launched in 2014.
- The Power of Safe continues as the delivery of the developed ideas and the first time examination via “Zero Assessment” workshops.



Power of Safe programme



- Delivered ideas.
- The following are working examples from within the organisation.
- The Identified Problems having solutions from the four angles of safety.

The area of safety being developed

Technical
Safety

Organisational
Safety

Behavioural
Safety

Integration &
Development of
Safety



Power of Safe programme



- Working at Height is one of the industries high risk activities.
- Whilst trying to design out the need for Working at Height, there is still a requirement for it to be carried out and done safely.
- One solution doesn't fit everywhere and so novel adapted ideas are used across locations.

Review of Working at Height Controls

Technical Safety

Review of the mechanical aspects of the current Working at Height platform.

Organisational Safety

Creation of team to review the Working at Height controls.

Behavioural Safety

Education in the new ways of working with the system improvements.

Integration & Development of Safety

Examination of current controls versus best practices elsewhere.



Power of Safe programme



- Safety starts with individuals actions.
- People do need coaching and leading to develop the right skills and practices within safety.
- For Den Hartogh it is how our Team Leaders and Supervisors develop their teams.
- To help them grow we developed the “Front Line Leadership” program.

Safety - Front Line Leadership

Technical Safety

Identify the skills & competencies for Supervisor Safety Leadership.

Organisational Safety

Identify & Select the Supervisor team members.

Behavioural Safety

Work with Supervisors on the job to enact the skills.

Integration & Development of Safety

Create the education package to install those skills identified.



Power of Safe programme



- Safety is our number one priority.
- Safety needs to be at the front of our thinking and our doing.
- We developed the “Safety Moment” at the start of meetings, to share thoughts and real examples of “safety”.
- We have share this with our Global network Partners and suppliers to develop their safety thinking.

Safety Moments in Our Meetings

Technical Safety

To introduce safety & discussion on safety during our meetings.

Organisational Safety

Add Safety to the meeting agenda at item 1 within meetings.

Behavioural Safety

To engage on safety and develop positive safety thinking. Internally & externally with Network Partners.

Integration & Development of Safety

Improve safety awareness and add to the front of mind in our ways of working.



Power of Safe programme



- Things do go wrong within our complex industry.
- Through a uniform approach to investigations we are ensuring we get to the root cause of incidents and create preventative actions.
- From this we will prevent the repeat of events.

Incident Investigation Techniques

Technical Safety

Apply common techniques to incident investigation within the organisation

Organisational Safety

Identify, develop and train people in a methodology for investigations.

Behavioural Safety

Trained people delivering quality incident investigations.

Integration & Development of Safety

Examinations delivering true corrective and preventative actions.



Power of Safe programme



- Within our on-site logistic activities we carry out a lot of driving.
- The recognised BBS Driving programme has been tailored to meet our needs on our terminals, for not only 'truck' driving but all other transport equipment.
- This has included on each location standardising the equipment being used.

BBS driving programme at Dry Bulk terminals



M.G.W. 36000 kg
TARE 7920

Technical Safety

Modernisation and standardisation of equipment; reach stackers etc.

Organisational Safety

A structured BBS training programme, compliant with Cefic/ECTA best practice guidance

Behavioural Safety

The program focuses on introducing and regularly assessing behavioural safety when driving

Integration & Development of Safety

The feedback from the observations is used to drive behavioural standards

Power of Safe **programme**



- Rather than accepting or working with old ways of working.
- The team didn't simply fix the problem but eliminate the issues.
- The overhead air lines have removed a historical tripping hazard.
- Next is to look at the tools and the way they are used.

Workshop Air Driven Tools

Technical Safety

Moving the floor tripping hazards to over head air power lines.

Organisational Safety

Examine with the mechanics the better solutions and design the layout.

Behavioural Safety

Changing the ways of working and how tasks were under taken.

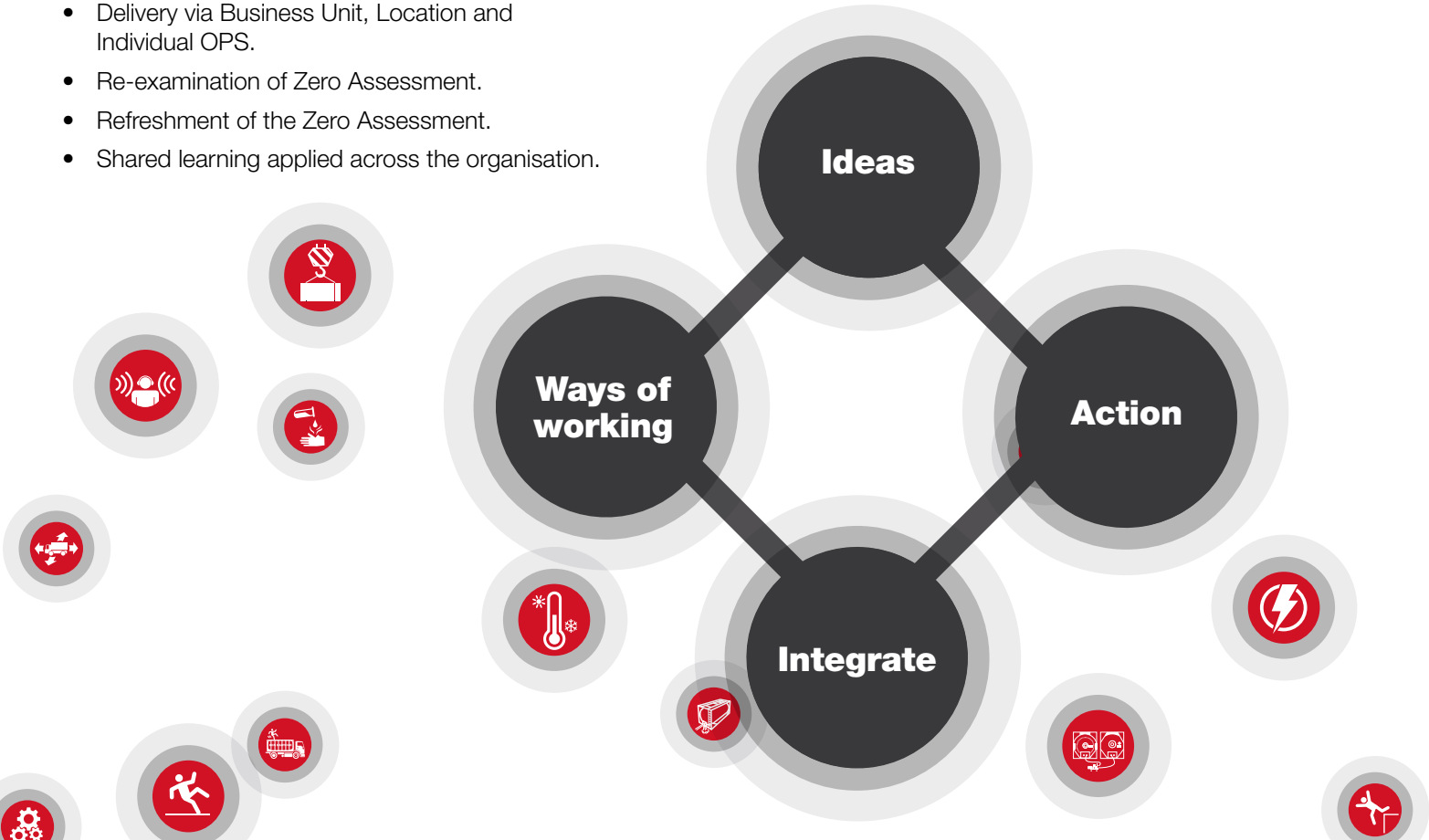
Integration & Development of Safety

Looking at better ways, better tools for the work that has been done for many years the same.

Power of Safe programme



- Delivery of the Improvement Ideas.
- Delivery via Business Unit, Location and Individual OPS.
- Re-examination of Zero Assessment.
- Refreshment of the Zero Assessment.
- Shared learning applied across the organisation.



Need more information?
Contact our SHEQ team:
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