



Jindal Stainless Ltd.

Instilling a positive safety culture

Safety

Challenge

As Jindal Stainless Ltd operates a large scale plant with a wide spectrum of activities, it has always been a challenge to create a positive safety culture amongst the local temporary workforce. The workers come from diverse cultural backgrounds and the trades represented vary depending on the project.

To nurture and sustain a safe and healthy work environment we must consistently promote safe behaviour and practices. As well as preventing accidents, this approach also provides motivation and satisfaction for the workers.

Action

A positive safety culture can only be achieved with the direct involvement of every individual and the leadership line managers. This is continually instilled by enhancing safety vigilance, responsibility, accountability and empowerment at each and every level of the organisation. Specific actions include:

- A safety responsibility matrix was devised for all plants and a designated person placed in charge of safety in each area. These Safety Champions are empowered take action and remain responsible and accountable for safety promotion, issues, and even safety lapses if major near-misses, injuries or accidents occur in their area.
- Three-tier Departmental Safety Committees were established and required to hold structured Safety Meetings each fortnightly in their department. Monthly safety briefings are held with all contractors and there is a monthly review of safety at the Apex Management Committee.
- Monthly Safety Sharing meetings are held with safety professionals from neighbouring industries.

A dedicated Safety Training Centre (STC) was also established. The STC is equipped with multimedia facilities, training modules, a safety library, and safety

videos. It is used daily to provide audio-visual based induction and job-specific safety training.

Enthusiasm and ownership of safety is instilled and sustained through various types of innovative engagement programmes such as counselling, interactive training, and accountability. These are held at regular intervals. Some popular and result-oriented programmes we have found to be successful include:

- Plant-wide displays of safety messages, posters, slogans, and safe work instructions.
- Distribution of pamphlets, such as Traffic Safety Guidelines and Road Map, to all drivers at the entry gate. Safe Material Handling guidelines are given to all lift and crane operators.

As an integral part of our EHS system, various safety studies and training is carried out in order to eliminate hazards and prevent accidents. Some actions include:

- Safe Operating Procedure and Safe Maintenance Procedures have been developed and are enforced.
- Internal and external audits and inspections are carried out in order to identify breaches of our safety regulations.

Outcome

The following significant benefits have emerged from our initiatives:

- There has been a sustained focus on eliminating the cause of accidents at source. Proactive control of accident causes (not reactive) and adoption of line responsibility has become deeply rooted at all levels of the organisation.
- Our legally compliant organisation is now achieving global safety benchmarks.
- System-driven best practices are included in our Integrated Management System (IMS) Policy. A goal-driven IMS System, with a high degree of accountability, is in place and policy objectives are being met.
- A safe concrete road network has been established within the plant. Motor cycles are completely prohibited inside the premises.
- Our On-site Emergency Plan has been well tested and is accepted by the statutory authorities. Our well-equipped Emergency Control Room and Fire and Rescue Emergency Preparedness plan have demonstrated that fire tenders can respond to an incident in less than seven minutes at all times of the day.
- A well-equipped occupational health centre (OHC) and crèche have been established.
- Risk assessment of every critical job is carried out, and strict adherence to safe work procedures is observed.
- Better management of hazardous chemicals.
- The longest accident-free period has been achieved. No occupational health diseases have been observed to date.
- Trained process personnel have taken on the role of safety leaders in their respective plant areas.
- Safe, hygienic, and healthy working conditions are provided.
- We meet customer requirements on EHS, and therefore achieve ready acceptance of our products.
- We received the state government safety award in both 2010 and 2011 from the Ministry of Labour and Employment. We have received many other national awards for accident prevention and excellence in occupational health and safety.