



Aperam Alloys Imphy

Award: Safety
Category: Accident Analysis

Safety culture improvement

Challenge

At Aperam Alloys Imphy, around 1,000 employees and contractors work in the plant. In past years, the number of accidents increased significantly. Unfortunately, in 2012 the unacceptable occurred, we sustained two fatalities. In 2014, 27 declared accidents requiring medical attention were registered at the plant. The situation was unacceptable.

To face the situation, the plant management decided to take action to change the Safety mindset of our collaborators and the way we worked. It revealed itself as the breakthrough we were looking for.

The objective was to change the behaviour of every employee faced with hazardous situations and to increase the accountability of everyone. The scope of this change included personal behaviour, the level of knowledge of the safety rules, the compliance with safety rules and the mitigation of the hazardous situations. All collaborators, employees, interims and subcontractors working in the Imphy plant, were covered by the action.

We are, more than ever, convinced that zero accidents is attainable.

Action

At Aperam Alloys Imphy, for some years, the number of accidents increased significantly. In 2013, 28 accidents were declared, 27 in 2014. This situation was unacceptable.

We decided to implement sustainability in the safety behaviour of each employee and contractor present on the site. After a detailed and in-depth analysis of the situation at that time, we came to the conclusion that the main issues were:

- Lack of knowledge of the safety rules
- Collaborators were turning a blind eye to hazardous situations
- Low level of shared vigilance implemented in the mindset
- The habit of continuing to work even when the working area was not 100% safe

Following this analysis, the following main decisions were taken:

- Employment at Imphy required the full respect of Safety in terms of knowledge and compliance.
- A periodic safety assessment (every six months) is done for each Aperam employee with a minimum required success rate of 90% compliance with the rules.
- Each manager/supervisor is in charge to administer this assessment according to schedule.
- Each manager/supervisor was trained in safety leadership to deploy this safety mindset.
- Each Aperam employee has to mitigate a hazardous situation using the spot HIRA analysis.
- Each Aperam employee has the right to stop the steel production as soon as the working conditions are no longer compliant with the safety rules.
- For contractors and truck drivers, when on site, a specific safety induction is organized followed by an individual assessment. This assessment is re-evaluated every two months.

In 2015, the Aperam employees completed 2500 spot HIRA analyses; in 2016, 6500 spot HIRAs

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were completed.

The main challenge we were faced with was to sustain the new mindset in situations where production constraints existed as well as dealing with the impact of dysfunctioning of the established process.

A strict follow-up of the implementation of the new mindset was done. For each non-compliance, even small, a reaction kicks in whereby knowledge and training is re-assessed and delivered if necessary. Every six months, production at the site is stopped to allow each supervisor to review and explain the events of the previous period. This provides the setting for all to discuss and share with his team on how to reinforce the safety attitude, how to maintain it, how to improve the safety mindset and respect of the safety rules.

To sustain the right level of this new mindset with each of our employees, we launched at the end of 2016, a new 5 days training workshop oriented on safety behaviour. The key points of this workshop are safety and risks in our activities,



Aperam Imphy Safety Audit

development of shared vigilance, to stop accepting the risky situations and finally to get employees' commitment to become true actors and partners in Safety.

Outcome

The results were quickly obtained. The number of declared accidents decreased by 15 in 2015 and by 11 in 2016. Therefore, vs. 2013, we reduced the amount of declared accidents by 60%.

Employees, contractors and truck drivers are more motivated to solve hazardous situations even if it requires a production stoppage.

If at first, this breakthrough was considered by the employees as a constraint, now they understand the benefits of this new mindset and are fully supportive.

Beyond the results obtained, the improvement of the safe behaviour is a key factor in becoming a Sustainably Safe company at Aperam.