

Case Study.

Sucden.

Russia and CIS countries.

Full cycle of food production:
agriculture, purchasing & processing,
production of food components.

Improving Safety Culture and Systems



Challenge

Sucden is a global food company with four sugar production sites in Russia. Despite a focus on safety by management, accidents were happening on the site from time to time. Sucden approached dss+ for help to improve its safety culture and performance.

For Sucden sugar plants in Russia, May through June is the period of preparation for intensive sugar production. To ensure the teams and processes are ready for intensive production without any accidents, the Company decided to perform safety assessments on sites, understand potential risks of injury, and identify areas for improvement.

Solution

dss+ conducted independent assessments of the safety culture at Sucden production sites in Russia and developed quick wins to reinforce and improve the safety culture at the company.

1. Assessment: dss+ experts deployed an online survey, the dss+ Safety Perception Survey, to measure the safety culture of more than 1000 employees at different levels of the organization: workers, specialists and managers. To assess how the safety management system performed, the dss+ team visited sites and also used digital technology (e.g. smart helmets) for remote assessments which provided the opportunity to quickly identify key areas for further safety improvement.

2. Engagement: Before the assessment, the dss+ team together with the Board members of Sucden, defined the key expectations and proposed an approach for the assessments. Based on the assessment results, a strategic session was held with the Russian sites' leaders and became a starting point for effective implementation of dss+ recommendations. The quality of the results achieved was based on the high level of commitment and engagement of Sucden management.

Design of change: The dss+ team launched several new management processes in HSE, including root cause analysis of accidents and effective communication of safety across the whole company. These changes helped avoid repetitive accidents and increased employee awareness that all accidents can be prevented.



Improvement Areas:

- Safety culture
- Efficiency of safety management system



Objective:

Assessment of safety culture and maturity of safety management system



Impact

Maturity of safety culture assessed based on dss+ Bradley Curve methodology

Gaps compared to the best practices and areas for improvement identified



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