

Case Study.
Wavin.
Europe.
Manufacturing.

Developing positive safety leadership maturity

Context

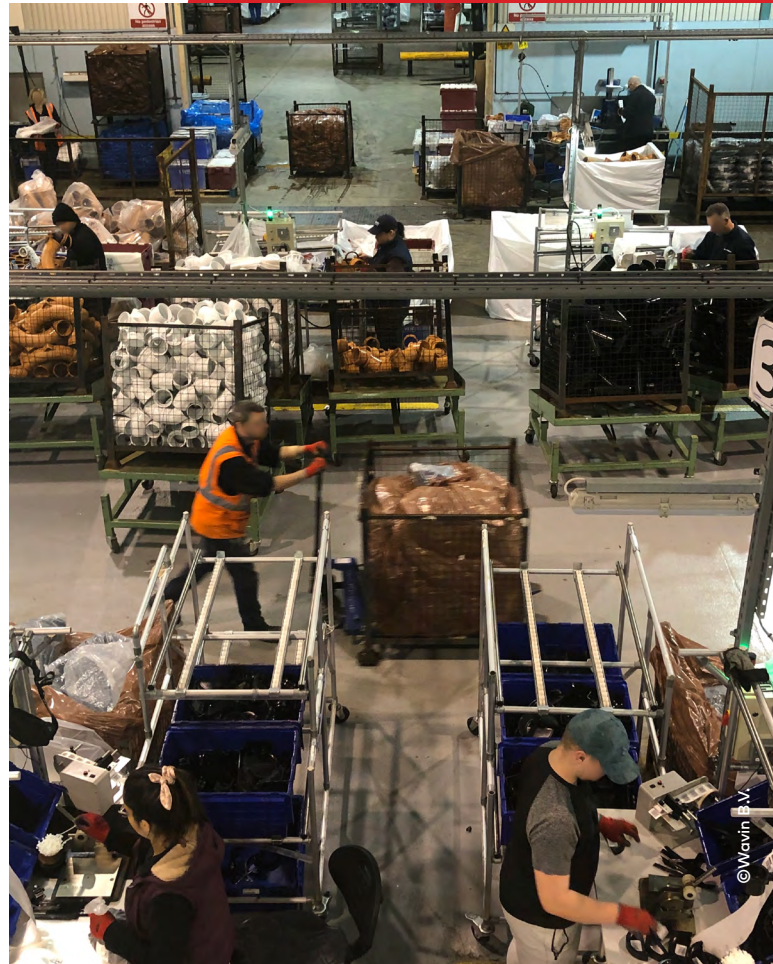
Wavin, an Orbia group company, is a plastic pipes manufacturer specialising in drainage and water supply. The organisation decided to level up their positive safety management and develop a sustained strong safety culture across their sites in Europe.

Challenge

Wavin's safety performance was above the industry average, with an Lost Time Injury Rate (LTIR) consistently at around 0.3 and a TRIR below 1. However, this trend was plateauing. Several observations outlined that additional efforts were required to improve safety results lastingly: a demonstration of inconsistent positive safety management practices, safety behaviors that did not meet expectations, striking differences in safety culture and several safety events that were still worrying.

Solution

Wavin decided to engage dss⁺ to assist with a safety initiative along three key areas: positive safety management, consistency in practices and behaviours and equipping leaders with the necessary skills. Wavin and dss⁺ jointly designed a project toolbox that included a "general approach" in 3 phases including engagement training and coaching for sustaining performance, with flexibility for local implementation. The focus was on positive safety leadership development and implementation of management rituals. The key to the implementation was on-the-job coaching to improve safety rituals' impact and ensure that leaders spent efforts on the appropriate risks to achieve a change.



"We feel we have actually changed the culture. That is a big thing."

Wavin location manager, UK



Assignment

Design and roll out a people-centred Safety Leadership development programme across European sites



Offering

Operational Risk Management and Culture Transformation



Impact

- Trained and coached 311 leaders in 14 countries and 12 languages in Europe
- Safety leadership maturity improved by 67% with a visibly positive effect on operational excellence.

dss⁺

Protect. Transform. Sustain.

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