

## Case study.

Leading European railway company .

Europe.

Transportation.

# 80% less incidents in the railway sector

### Context

Our client's business activity was significantly increasing, particularly with the introduction of carriage and facility development. The company were hiring new staff to help with the increasing workload, while sites were simultaneously managing many projects and operational changes were generating additional risks.

### Challenge

Although our client's safety culture was influenced by operational best-practices and had leadership support, their safety culture was not sufficiently developed at the team level, where critical operational steps were being ignored due to perceiving production requirements being of a greater priority than safety. In addition, some procedures were not followed, and clear gaps in communication became obstacles to improving safety culture in the company. It was necessary to reverse the declining trend in safety performance.

### Solution

dss+ helped to develop essential leadership capabilities. In 2019, dss+ carried out field observations, conducted "value accelerator" workshops with site leadership, trained and coached first wave of managers on 6 key safety leadership skills and key management rituals (briefing, observations, safety meetings, last minute risk anticipation, etc.). Then, between 2020 and 2021, the approach was extended to the whole organisation.



### Assignment

Reduce accident rates with a focus on developing safety leadership competencies and implementing high impact management rituals on the field.



### Offering

Safety leadership development and implementing management rituals through real-life coaching in the field.



### Impact

- 80% reduction in Lost Time Injury Frequency Rate (LTIFR): from 15.50 in 2018 to 3.15 in 2021.
- Best result (3.40) of all the rolling stock maintenance sites in 2020.
- Reporting and processing of near-misses for the site multiplied by 5 in the first year.
- Implementing scheduled managerial safety site visits by the Leadership and local managers to foster internal motivation and encourage best practice sharing.
- Safety leadership maturity increased by 77% (from maturity level "explore" (2.2/5) to "mastery" level (3.9/5).

**"Safety is now a central subject among all departments. It has become an essential topic at daily team meetings."**

HSE Manager

**dss+**

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