Safety is our **Number 1 Priority**
Throughout its 100 year history, Royal Den Hartogh Logistics has always focused primarily on safety when performing its activities, however, we must always strive to improve and progress.

In 2014, Den Hartogh asked itself: How could it raise the safety performance of the organisation, its employees and its supply chains to the ‘next level’? The ‘next level’ being the next level on the ‘safety ladder’, moving to a culture where safety is fundamental to how we operate and do business. This ambition sits alongside our desire to do no harm to anyone in our supply chains and Safety is our Number 1 priority.

In order to do this we took on board a programme called “Power of Safe”. Since its original inception, this programme has been in operation at our locations and in the group.

This booklet explains what this programme is, and provides insight into what it has achieved and continues to achieve throughout Den Hartogh for our customers and our own staff.
Awareness

• Creating an awareness within our people.
• Opening the mind as to why we need to change our performance.

It’s all about People

• At Den Hartogh Logistics, we believe in taking care of each other.
• We believe in ensuring that we all return home safely to our families and loved ones after a days’ work.
• Our people are our most valued asset and simply are our company.
• The health and safety of us all and those involved in our work is of greater value than any economic value.
Why is Power of Safe important for **Employees**?

- Our people are our most valued asset and simply are our company.
- Our employees operate in an industry where risks are always present.
- We want our employees to want to go home safely.
- We will always be safe in what we do.

Why is Power of Safe important for **Our Customers**?

- Den Hartogh strongly believes that the industry must consider safety throughout the supply chain.
- That everyone, be it a driver, a customer service employee or a member of the commercial team, engages with the other parties at the supply chain interfaces; the places in the chain where people can affect safety and safe working.
Why do we invest in the Power of Safe?

- To raise the level of the safety culture of Den Hartogh.
- To improve our safety performance.
- To take the journey to Zero Harm.
- It fits the Den Hartogh way of thinking.

As a customer, how will we benefit?

- Improved Supply Chain Safety
- Recognition of (un)Safe Working
- Positive People Interaction
- Safe Cooperation
- Improved People Behaviour
- Improved Safety Performance
Safety **Culture**

- Where are we to begin with?
- Where do we want to go?
- What do we need to do?
- The journey up the ladder is progressively more difficult.
- First stage for Den Hartogh is that ALL locations are on the “proactive” step.

Safety is important, we do a lot every time we have an accident. We have systems in place to manage all hazards. We work on problems that we still find. SHEQ is how we do business round here.
Power of Safe Programme

- The Power of Safe programme runs through a structured examination with the local teams, these engage and measure the participants’ awareness, and develop ideas related to safety.
- The first event is called the “Zero Assessment”.
- In each location, the examination is built with a cross section of employees: with drivers, office staff, technical staff and management. The local team, together with the SHEQ Team, translates the ideas into actions and integrates them into the way we work.
- These group studies are run continuously, to ensure everyone’s involvement and to keep improving our level of safety awareness. E.g. the delivery of ideas created at Zero Assessment.
Power of Safe -
**A measurement Tool**

- Looking at safety in a different way.
- Exploring the subject of safety from four different angles.
Power of Safe -

**A measurement Tool**

- Examples of each vision of safety.
Power of Safe programme

- The Power of Safe programme Zero Assessment.
- Six core topics plus 2 additional topics are examined.
- The topics are examined through each of the four views of safety.
- The scores are combined to give a profile.
- The profile in turn is converted into a measure of the safety culture.
- The ideas and opportunities are taken forward to the local Improvement Plan.

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Power of Safe programme

- The Power of Safe programme is continuous.
- The Power of Safe launched in 2014.
- The Power of Safe continues as the delivery of the developed ideas and the first time examination via “Zero Assessment” workshops.
Power of Safe **programme**

- Delivered ideas.
- The following are working examples from within the organisation.
- The Identified Problems having solutions from the four angles of safety.

**The area of safety being developed**

- **Technical Safety**
- **Organisational Safety**
- **Behavioural Safety**
- **Integration & Development of Safety**
Power of Safe **programme**

- Working at Height is one of the industries high risk activities.
- Whilst trying to design out the need for Working at Height, there is still a requirement for it to be carried out and done safely.
- One solution doesn’t fit everywhere and so novel adapted ideas are used across locations.

**Review of Working at Height Controls**

- **Technical Safety**
  - Review of the mechanical aspects of the current Working at Height platform.

- **Organisational Safety**
  - Creation of team to review the Working at Height controls.

- **Behavioural Safety**
  - Education in the new ways of working with the system improvements.

- **Integration & Development of Safety**
  - Examination of current controls versus best practices elsewhere.
Power of Safe **programme**

- Safety starts with individuals actions.
- People do need coaching and leading to develop the right skills and practices within safety.
- For Den Hartogh it is how our Team Leaders and Supervisors develop their teams.
- To help them grow we developed the “Front Line Leadership” program.

**Safety - Front Line Leadership**

- **Technical Safety**
  Identify the skills & competencies for Supervisor Safety Leadership.

- **Organisational Safety**
  Identify & Select the Supervisor team members.

- **Behavioural Safety**
  Work with Supervisors on the job to enact the skills.

- **Integration & Development of Safety**
  Create the education package to install those skills identified.
Power of Safe programme

- Safety is our number one priority.
- Safety needs to be at the front of our thinking and our doing.
- We developed the “Safety Moment” at the start of meetings, to share thoughts and real examples of “safety”.
- We have shared this with our Global network Partners and suppliers to develop their safety thinking.

Safety Moments in Our Meetings

- **Technical Safety**
  To introduce safety & discussion on safety during our meetings.

- **Organisational Safety**
  Add Safety to the meeting agenda at item 1 within meetings.

- **Behavioural Safety**
  To engage on safety and develop positive safety thinking. Internally & externally with Network Partners.

- **Integration & Development of Safety**
  Improve safety awareness and add to the front of mind in our ways of working.
Power of Safe programme

- Things do go wrong within our complex industry.
- Through a uniform approach to investigations we are ensuring we get to the root cause of incidents and create preventative actions.
- From this we will prevent the repeat of events.

Incident Investigation Techniques

- **Technical Safety**
  - Apply common techniques to incident investigation within the organisation

- **Organisational Safety**
  - Identify, develop and train people in a methodology for investigations.

- **Behavioural Safety**
  - Trained people delivering quality incident investigations.

- **Integration & Development of Safety**
  - Examinations delivering true corrective and preventative actions.
Power of Safe programme

- Within our on-site logistic activities we carry out a lot of driving.
- The recognised BBS Driving programme has been tailored to meet our needs on our terminals, for not only ‘truck’ driving but all other transport equipment.
- This has included on each location standardising the equipment being used.

BBS driving programme at Dry Bulk terminals

- Technical Safety
  - Modernisation and standardisation of equipment; reach stackers etc.

- Organisational Safety
  - A structured BBS training programme, compliant with Cefic/ECTA best practice guidance

- Behavioural Safety
  - The program focuses on introducing and regularly assessing behavioural safety when driving

- Integration & Development of Safety
  - The feedback from the observations is used to drive behavioural standards
Moving the floor tripping hazards to overhead air power lines.

Examine with the mechanics the better solutions and design the layout.

Changing the ways of working and how tasks were undertaken.

Looking at better ways, better tools for the work that has been done for many years the same.

Rather than accepting or working with old ways of working.

The team didn’t simply fix the problem but eliminate the issues.

The overhead air lines have removed a historical tripping hazard.

Next is to look at the tools and the way they are used.

Power of Safe programme

- Technical Safety
  Moving the floor tripping hazards to overhead air power lines.

- Organisational Safety
  Examine with the mechanics the better solutions and design the layout.

- Behavioural Safety
  Changing the ways of working and how tasks were undertaken.

- Integration & Development of Safety
  Looking at better ways, better tools for the work that has been done for many years the same.
Power of Safe programme

- Delivery of the Improvement Ideas.
- Delivery via Business Unit, Location and Individual OPS.
- Re-examination of Zero Assessment.
- Refreshment of the Zero Assessment.
- Shared learning applied across the organisation.
Power of Safe programme

The delivery of Zero Assessment

Pre 2018
Chaisso, Duisburg, Hungary, Immingham, Le Havre, LSC2014, LSC5210, Poland, Rozenburg, Wilton, Zele

2019
Dubai, Hull, Stockton, St Petersburg

2021
Gothenburg, Houston, Singapore, Istanbul, “plus”

Planned 2020 (*)
Gothenburg, Houston, Granollers, Singapore

2022
Reviewed & Planned in 2021

Planned 2020 (*) suspended due to Coronavirus Pandemic
Need more information? Contact our SHEQ team: SHEQ@denhartogh.com
denhartogh.com