



## TenStep Supplemental Paper

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### Partnering Safety

Tate & Lyle North America Inc., a cane sugar manufacturing group, has a single motto – “We shall have no higher priority than safety” - for all its facilities. The 10 facilities of the group range from large refineries to small syrup and bulk sugar transfer stations.

Realizing that their approach to safety was not producing the desired results, they initiated a program called ‘Partners in Safety,’ which involved employees and management as partners in superior safety performance. The organization established one-on-one relationships with all their employees. The top management supported the safety efforts by committing up to 10% of their time for conducting safety audits and sharing their safety experiences with employees. Their safety efforts mainly focused on three areas:

- **Attention to details:** Conducting safety audits and investigations to identify and record the incidents that have occurred; then sharing the experiences with other facilities.
- **Accountability:** Bringing together both the organization’s accountability and the moral accountability of individual employees to ensure worker safety.
- **Behaviors:** Emphasizing safety practices by observing, discussing and showing concern to the employees.

The organization has gone beyond training to manage safety. They successfully built an operating discipline and a positive environment to ensure safety at each of their facilities.