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Case Study  
**Behavioural  
Transformation Leads  
to Best in Class  
Safety Performance  
at SIG Combibloc  
Obeikan**





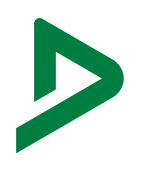


## Overview

When SIG Combibloc Obeikan sought for a professional partner to construct a robust safety culture, our solutions and services lead to great results and established a record safety performance.

<b>Client:</b>	SIG Combibloc Obeikan
<b>Timeframe:</b>	April 2017 - May 2018
<b>Size &amp; Location:</b>	Middle East, factory with an area of over 45 thousand square meters
<b>Main Services:</b>	Organisational Culture Diagnostic Instrument (OCDI) Behavioural Accident Prevention Process (BAPP®)
<b>Industry:</b>	Food and Beverage

The food and beverage sector is not typically viewed as a high hazard industry – certainly not on a par with the oil and gas or chemical industries. This is why an organisations level of risk tolerance can become complacent about the dangers inherent in their processes and may undervalue the benefits of a robust safety culture. SIG Combibloc Obeikan, founded after partnership of Obeikan Investment Group (OIG) and SIG - a global leader in the field of carton packs and filling technology for the food and beverage industry - sought an experienced partner to help them reach their safety goals. The SIG Combibloc Obeikan factory in Riyadh employs more than 400 people and boasts a production capacity exceeding 8 billion carton packs per year to meet the demands of markets in the Middle East, Africa, Iran, Pakistan and Turkey.



“We need to live this safety culture in our hearts, safety is not a result – It’s a VALUE. It’s beyond any other business measure.”

**Mr. Ahmed Takky**  
**General Manager**



## Initial Situation and Requirements

SIG Combibloc Obeikan was looking to invest in a cultural assessment in order to reveal challenges which were hindering their safety performance. The cultural assessment data showed that while the company experienced operational success by focusing on productivity and quality, safety represented an area with potential for improvement. A sample analysis of recordable incidents over a period of five years highlighted that many of these events had the potential to result in serious injury or fatality. In response, SIG Combibloc Obeikan decided they needed to leverage a corporate global approach that would improve employee engagement in workplace safety. They chose to request our expertise as the best way to help them implement a change.



## Employee participation continued at an **encouraging rate** during the OCDI survey phase

An important factor in the success of cultural change initiatives is buy-in from the top as well as the shop floor employees. The COO articulated that his goal was for the company to become the benchmark or 'best in class' when it came to safety culture, and we kicked off the process with a design workshop in which employees created a collective vision for the ideal work environment.

Employee participation continued at an encouraging rate during the OCDI survey phase, with 75% responding. This lent credibility and legitimacy to the survey results and allowed our experts to pinpoint the main challenges the organisation was facing as well as to propose appropriate remedial action.

BAPP® observation was met with enthusiasm by employees, who welcomed the opportunity to be observed and receive feedback on their behaviours. Establishing the right context and framework was crucial: having been invited into the process through workshops and encouraged by leadership support, employees felt they had a stake in the project and were more open to coaching and motivated to change.

These successes were achieved against and in spite of a challenges and language barriers. In fact, the survey had to be administered in Arabic, Hindi and 5 other languages, and the first observer training had to be adapted to accommodate speakers of all 7 languages.

The company's top management underwent substantial changes over the course of the project as well. Before the observation phase began, the company's Managing Director left, and later the same year its project sponsor followed suit. The steering committee dwindled from 12 to 6. Despite these complications, the company COO was able to unite the leadership behind the intervention and regained some lost momentum.

### Solutions

In April 2017, DEKRA conducted an organisation wide assessment of company culture (OCDI) and at the same time commenced the implementation of a Behavioural Accident Prevention Process® (BAPP) technology throughout the SIG Combibloc Obeikan site.

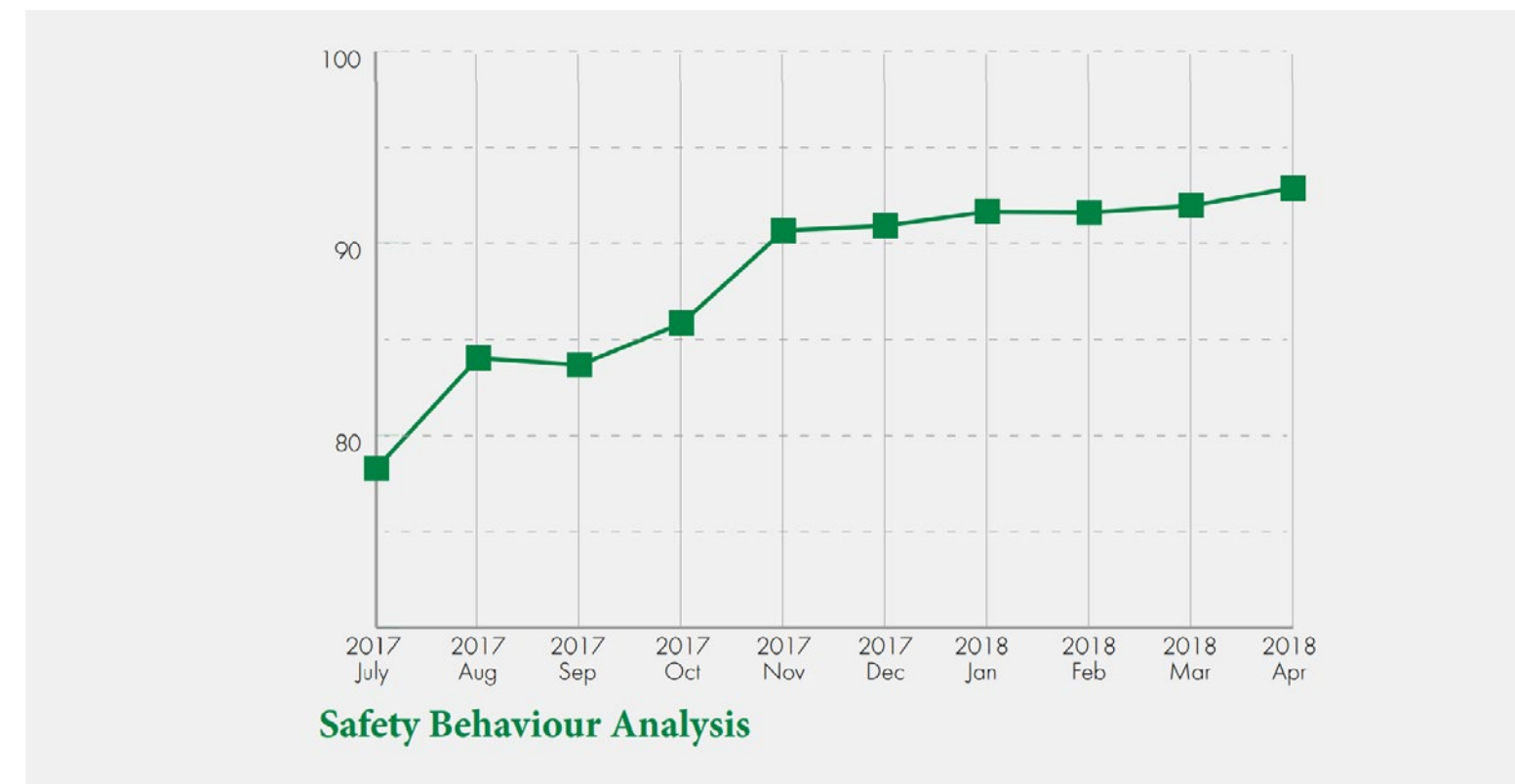




Other highlights [...] included **unanimous agreement** with the phrase “safety is improving at our site”

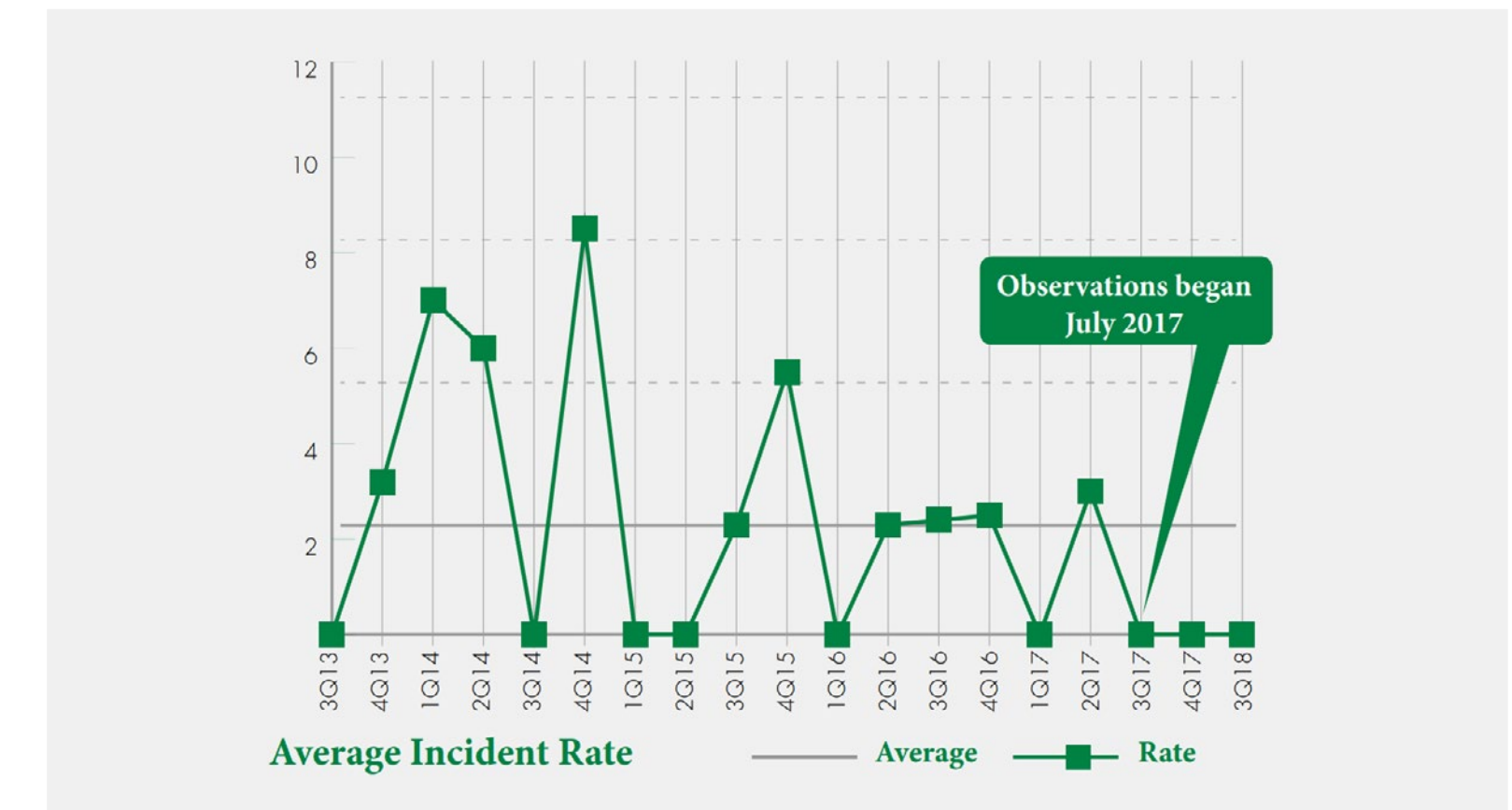
## Results

Beginning observations in July 2017, safer behaviours were being identified, as were more encouraging results in the process metrics such as can also be observed in the Exposure Analysis Report:



Other highlights identified during the Sustainability Review in May 2018 included unanimous agreement with the phrase “safety is improving at our site” on employee surveys and a BAPP® Index Score of 89%, the highest score within SIG Combibloc group.

The control chart highlights the change since observations commenced in July 2017. The average recordable incident rate during the baseline period was 2.62, however, once DEKRA's intervention began, the incident rate dropped to 0 and has been steady since (dated March 2018).







Specific at-risk behaviours which were once common are **rarely observed**



In addition to the hard data, employee feedback was resoundingly positive, with most workers noting an improvement and feeling safer on site. Teamwork and communication, both horizontally and vertically is reported to have improved and include town hall meetings with the General Manager with safety as the focus. Specific at-risk behaviours which were once common are rarely observed, such as forklift drivers without seatbelts or a lack of hearing protection in noisy areas, among others. The assistant HSE manager, Mr. Mosharraf Hossain, recognizes the change and thinks our initiative “has had a resounding impact on raising the overall awareness of safety [for] all employees (including contractors) in the organisation and has become a process that is continually improving workplace safety.”

As a global presence, trusted advisor to multinational organisations and recognised expert in safety issues, we had the capacity and skills to guide SIG Combibloc Obeikan through a challenging period. Our major strength is laying a sturdy foundation, emphasising inclusion at all levels of the company, and then building a flexible framework through customised communication techniques (workshops, surveys) and proven feedback channels (observation and coaching). With our services, safety has become a core value at SIG Combibloc Obeikan, not only in aspirational terms, but as a tangible, lived principle.

# DEKRA Organisational & Process Safety Contact

DEKRA Organisational and Process Safety are a behavioral change and process safety consultancy company. Working in collaboration with our clients, our approach is to assess the process safety and influence the safety culture with the aim of making a difference.

In terms of behavioral change, we deliver the skills, methods, and motivation to change leadership attitudes, behaviors, and decision-making among employees. Supporting our clients in creating a culture of care and measurable sustainable improvement of safety outcomes is our goal.

The breadth and depth of expertise in process safety makes us globally recognised specialists and trusted advisors. We help our clients understand and evaluate their risks, and we work together to develop pragmatic solutions. Our value-adding and practical approach integrate specialist process safety management, engineering, and testing. We seek to educate and grow client competence in order to provide sustainable performance improvement. Partnering with our clients, we combine technical expertise with a passion for life preservation, harm reduction and asset protection.

We are a service unit of DEKRA SE, a global leader in safety since 1925 with over 48,000 employees in 60 countries and five continents. As a part of the world's leading expert organisation DEKRA, we are the global partner for a safe world. We have offices throughout North America, Europe, and Asia.

For more information visit  
[www.dekra-uk.co.uk](http://www.dekra-uk.co.uk)

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