



Through DEKRA,
Bayer Chile Reduces
Recordable Incident Rate by
78%

Case Study

Bayer Chile's Vegetable Division is the largest global organization in the agricultural industry, specializing in biotechnology and crop protection. Safety and sustainability are at the forefront of its operations, and Bayer's solutions and initiatives focus on inclusiveness, reduction of carbon footprint, pesticide reduction, and the efficient use of water resources.

Creating a Safety Culture Inclusive to Temporary Workers

Safety has always been considered a value shared from senior leadership through frontline supervisors in the field. However, despite accident rates of 1 percent over the previous four years among permanent employees, the Vegetable Division has contributed 80 percent of the company's accidents at a global level—largely due to the revolving door of temporary seasonal workers.

During peak season, of the 4,000-employee workforce, only 8 percent are Bayer employees and 92 percent are temporary employees.

“We have turnover with temporary employees between seasons, which is not the best scenario to develop a consistent culture around safety,” said Yuri Charme, head of Product Supply Vegetables for Latin America. “We really wanted to find a solution to strengthen the culture and make it more solid and consistent for a long time.”

Turning to DEKRA's OCDI Solution

Bayer created a partnership with DEKRA to do just that. Bayer began by implementing DEKRA's Organizational Cultural Diagnostic Instrument (OCDI), which provides organizations with:

- An impartial profile of their culture, safety climate, and the challenges.
- Improved safety performance that capitalizes on current cultural strengths.
- Noticeable gains across the nine cultural factors targeted in the assessment.

The goal of this partnership was to transfer the safety culture of the company to all temporary workers and supervisors. “Our knowledge of the industry indicated that it was uncommon to include temporary workers in culture assessments or

initiatives; however, we wanted to impact safety for all, including the families of people that work for us,” said Charme.

The first step was to diagnose the issue across all sites to identify gaps and site-specific solutions using the data. The cultural assessment resulted in a single strategy that had the following three tiers:

- To relaunch and enhance the observation and tracking process.
- To launch leadership development for senior leaders, including in-field coaching and a safety leadership assessment.
- To launch leadership development for front-line leaders and workers that focuses on building skills on critical safety activities.

The assessment identified a substantial gap in knowledge and skills on key safety concepts, like exposure recognition, protocol, and communication. This diagnostic data found that temporary workers and supervisors did not receive adequate safety training or tools, resulting in difficulties between the ability of Bayer employees to collaborate and the ability of temporary personnel to implement proper safety protocol in all seven of the sites that were being assessed.

Furthermore, the assessment identified different gaps at different sites. For example, some sites required infrastructure upgrades and others lacked implementation. “It was important that the overall solution included site-specific action plans to ensure sites with lower scores understood the gaps, how to address them, and how to keep everyone engaged and motivated toward improvement,” said Patricio Palomo, head of HSE Vegetables Seeds for Latin America.

To do this, Bayer utilized DEKRA's leadership diagnostic instrument (LDI) which provides:

Training and skills, building on critical safety activities.
Safety leadership assessment and in-field coaching.

Much of this training focused on leadership strategies to communicate safety objectives by providing more streamlined training for short-term workers and



empowering workers to identify safety concerns. With high employee turnover, it is especially important for safety training to be emphasized quickly and implemented accordingly. Communicating safety as a value, and the increase of upward communication, is essential for seeing improved and sustainable results.

A 78 Percent Recordable Incident Rate Drop

After Bayer implemented DEKRA's OCDI and LDI tools, the recordable incident rate dropped 78 percent. Sites reported increased engagement from leaders, as well as an enhanced collaboration climate among teams around safety.

The results showed the impact of how senior leaders and supervisors improved the execution of critical safety activities, with an emphasis on exposure identification and mitigation, as well as on leader-member relationships, driven mainly by effective feedback and recognition of safe behaviors.

“DEKRA helped us implement really strong systems of tracking and communication—between workers and managers, as well as between sites. We implemented the training and awaited peak season. That’s when we really started seeing results,” said Palomo.

A Safety Transformation in Five Years

Over the span of those five years, Bayer Chile went from being the biggest contributor of accidents in the industry (80 percent in 2015) to the smallest. In 2020, Bayer Chile was awarded the highest safety recognition due to the dramatic change in safety performance. Bayer’s safety culture is now a leader in its industry.

“We’re so proud of where we’ve come in, creating an environment in which permanent and seasonal employees alike can align and embrace the safety culture of the organization,” said Charme. “This is a win for the company, our employees, and all the communities we operate in.”

Ready to measure what matters and transform your culture?



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