



How DEKRA's Approach Honed Softys' Safety Culture, Reducing Its Accident Rate by 80%

Located in the Chilean communes of Puente Alto, Talagante, and Quilicura, Softys is a multinational company producing diapers, facial tissues, toilet paper, and numerous brands of other personal hygiene and cleaning products. With 19 plants in eight countries, Softys is the second-largest producer of tissue paper in Latin America and the eighth-largest producer in the world. Softys is committed to establishing a safe and positive work environment.

Identifying Gaps in a Sustainable Safety Culture

At Softys, workplace safety has always been a priority. With its Corporate Safety System, Softys successfully reduced its accident rate from 13 percent to 4 percent. Even though the company made infrastructure improvements, organizational leaders learned that they also needed to encourage positive changes in employees' behaviors and attitudes toward safety.

In 2013, Softys' accident rate plateaued, and even spiked. Company leaders felt it necessary to pursue a cultural change where safety is every employee's responsibility and viewed as a value—not just something on a checklist.

“We felt like we were doing all the right things, but we weren't getting the results we wanted,” said Camilo Isea, Manager of Health and Safety, Softys Chile. “Safety was seen as more of an obligation. Instead, we needed a more holistic approach.”

Pursuing Behavioral Change Through DEKRA's Behavioral Accident Prevention Process® (BAPP)

Softys worked with ACHS (Chilean Safety Association), DEKRA's strategic partner in Chile, for training on improving safety performance.

In 2014, Softys implemented the BAPP, a behavior-based safety process, which by motivating and engaging all employees, can deliver consistent results. Central to this process is the belief that, by transforming employees' behaviors and

decision-making skills, an organization can attain—and sustain—an integrated, robust safety culture with measurable improvements. Softys benefitted from not just workshops that focus on safety behaviors at every level of an organization but also the following:

- Observation techniques
- Proper reporting and documentation methods
- Strategies for continuous improvement
- Organizational health checks to help keep organizations on track

Implementing a sustainable behavior-based culture requires participation from everyone, including the labor unions and top leadership. Effective communication between front-line workers and leadership is an important first step to identifying challenges.

Softys learned that they needed to influence:

- Leadership’s priorities and decision-making skills
- Employees’ behavior and acceptance

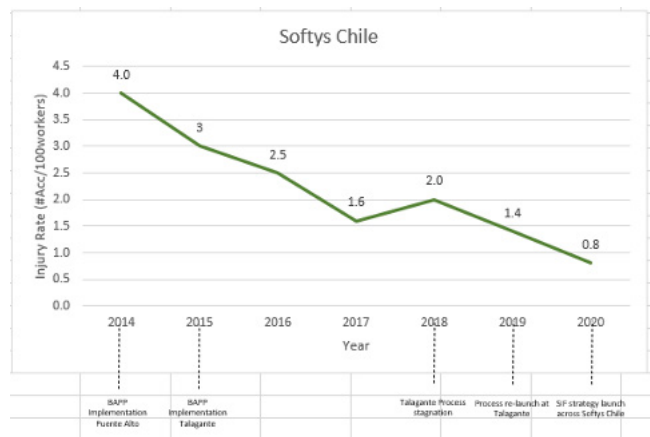
The cultural diagnosis revealed a credibility problem. The employees did not believe that the program could be sustained. They felt that leadership would not follow up on its promise to implement greater safety measures within the time frame. If Softy was going to be successful at implementing a sustainable safety culture, it would have to change the perception of the workers by providing the necessary resources and training.

Improving Communication at All Levels

Acting on the cultural diagnosis, Softy’s leadership facilitated coaching and communications training for the department leaders. Front-line leaders were trained in the process and learned how important effective communication is to maintaining a safety culture.

Additional training and resources were provided to a newly created team. The team members performed monthly and quarterly measurements to track performance throughout Softys. The first report was included feedback from the implementation leadership team and the workers representation team on how to identify and address potential risks, increase participation, and improve the program.

Softy’s Accident Rate Drops by 80%



As a result of implementing BAPP®, Softys’ accident rate dropped by 80 percent. In addition, the company has seen improved communication and increased employee participation, motivation, and performance throughout the company.

When leadership is committed to workplace safety, employees are inspired.

DEKRA helped Softy’s leadership and employees commit to creating and maintaining a safe workplace, allowing for a greater sense of trust and autonomy. Potential risks are now identified more quickly, and solutions are implemented more efficiently and effectively. As a result, there is unity and cooperation throughout the company. Morale is higher, and employees take pride in their accomplishments, which is positively affecting productivity.

“Creating dialogue and providing the necessary tools and training were invaluable. People are safer and more aware. And we are operating more efficiently,” says Pedro Troncoso, COO of Softys Chile.

“We now feel that everyone has a stake in safety, which is where we needed to be.”