



Our Vision – “To create a world class performing organisation where every employee, at every level within our business, embraces and values safety through their everyday behaviour.”



Application Form

Responsible Care® European Awards 2010

| | |
|--------------------------|-------------------------------------------------------------------------------------------------|
| COMPANY NAME | DHL Supply Chain Industrial UK |
| NUMBER OF SITE EMPLOYEES | Circa 4,000 |
| SME (see rules) | No |
| ADDRESS | Whitwood Common Lane Castleford West Yorkshire WF10 5QL United Kingdom |
| CONTACT NAME AND TITLE | Mr. Graham Arnold General Manager Health, Safety, Environment and Quality (HSEQ) |
| E-MAIL | graham.arnold@dhl.com |
| TELEPHONE | +44 (0)1977 556500 Mobile +44 (0) 7836 214905 |
| PROJECT TITLE | Reducing Personal Injuries |



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BRIEF DESCRIPTION OF PROJECT

Reducing Personal Injuries

Our supply chain solutions business operates in a wide range of diverse and challenging market sectors, which include Fuels, Chemicals, Construction, Manufacturing, Technology and Environmental Solutions. The business operates from over 150 locations covering all geographies of the UK and employing circa 4,000 people.

In 2005 the Executive team identified the urgent need to go beyond compliance and improve the safety of its employees. It embarked on an innovative and ambitious programme to reduce the number of injuries experienced by its staff. They quickly identified that the journey starts and finishes at the top and a comprehensive cultural change throughout the business at all levels was a fundamental requirement to safety improvement.

The commitment needed to extend beyond the boardroom. A Leadership Team consisting of the executives and senior managers within the business was established. At the outset the Leadership Team jointly defined and agreed a set of principles and all the members personally committed to them. The paramount principles were the belief that all accidents are preventable and safety must be the first item on every employee and business agenda. The foundation principles were and are the solid base that underpin the safety improvement initiatives. On the journey towards achieving its goal of zero incidents DHL Supply Chain Industrial UK has demonstrated outstanding and sustained improvement **reducing its Injury Frequency Rate (IFR) by 70%**.

The implementation of an Integrated Business Plan (IBP) and site safety improvement plans achieved some impressive results for the organisation. The injury frequency rate was significantly reduced, from 1.99 per 100,000 hours in 2005 to 0.59 in 2009, through a combination of strong and visible leadership and a continual reinforcement of the Health & Safety message. A similar emphasis on the importance of safety observation / safety conversation reporting assisted in the engagement of staff at all levels and enabled an effective and meaningful Root Cause Analysis programme, to identify and address the factors behind any near miss incidents.

A detailed analysis of where the injuries and incidents were occurring combined with the introduction and publication of league tables, raised the awareness at all levels within the organisation, helping to foster a culture of safety-consciousness.

This work has not only had a dramatic impact on our health and safety statistics, but also fundamentally changed the culture of the organisation, which has been recognised by staff and customers alike (please refer to the selection of comments from staff and customers in the supporting evidence section).

Overall, the implementation of the IBP and site safety improvement plans has enabled us to set an industry benchmark for the provision of a safer working environment for all employees and stakeholders, coupled with a more efficient supply chain offering for our client base. Whilst health & safety has always been a key consideration for all involved in the provision of these services, the renewed focus on delivering a world-class operation without compromise in this most critical area has been central to its success.

The company changed its culture to ensure that health and safety issues became central to everything it did, not just an optional extra. In reality, making this change work was a lot more involved and challenging than anticipated, but the end results speak for themselves.

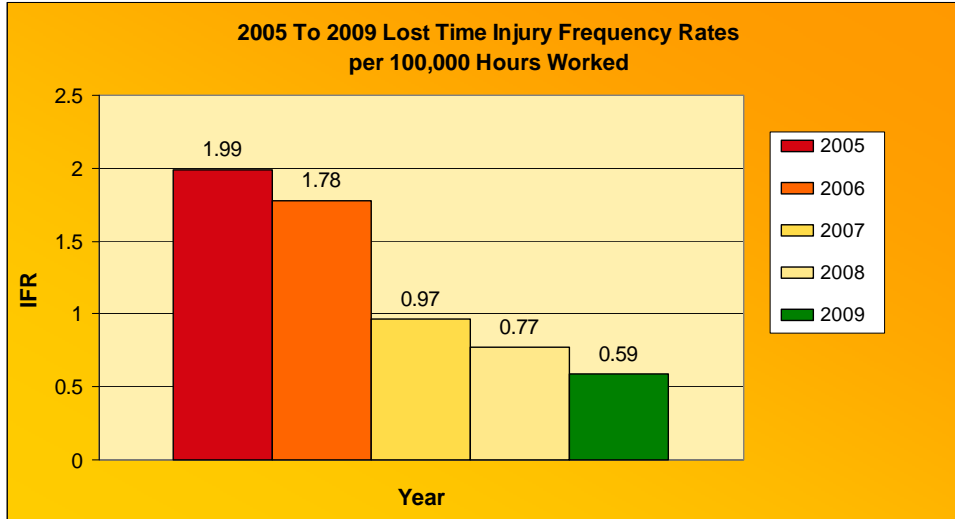


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Supporting Evidence

Sustainable Improvement



Understanding the Issues

A detailed analysis is carried out on all accidents and incidents recorded in the previous year. Patterns in the type or location of the injury, its severity and the amount of time lost as a result are scrutinised.

An employee satisfaction survey to gain an in-depth understanding of employees' perceptions of their jobs and their workplaces, with specific regard to any areas where improvements in the health and safety culture could be implemented is commissioned annually. Employees were also asked to give their perspective on the company as an employer, again highlighting any perceived shortcomings in the area of health & safety.

These measures provided the company with a clear picture of the relative strengths and weaknesses of the existing H&S culture, both empirically and from the perspective of the workforce, and provide a basis from which to target our efforts.

Leading from the Front

All senior managers and executives signed personal commitments to improve safety within their areas of responsibility. This public declaration ensured that managers took the issue of safety seriously, helping to create a positive and supportive culture around the topic of health and safety at work.

Safety performance and related issues were moved to the top of every business meeting agenda.

The executive and senior management of the business visited all sites to see the scale of the challenge and how local managers were going about addressing the safety issue. This 'road show' proved highly motivating for local teams, who now saw that senior management in the business was taking their health and safety very seriously indeed.

The senior management teams were able to engage local teams in conversations on how their safety journey was progressing, sharing best practice gleaned from other sites where appropriate. An Integrated Business Plan (IBP) was devised and implemented. Each site compiled and monitored its own safety improvement plan.



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Getting the Structure Right

A Head of Health and Safety was appointed, reporting directly to an executive board member with responsibility for health and safety. In support of the executive level move, the company also appointed sector specific ‘safety champions’, who focussed on key markets such as construction, chemicals, utilities and building products etc, to provide advice and support to field management on a full time basis.

The company also recruited six LGV driving instructors, who have been deployed across the country, carrying out defensive driving training, fuel economy training, driving assessments and driver retraining where required.

An automatic driving licence checking system was established that enabled us to review and update drivers’ records at any point in time. This highly effective ‘in-house’ system was developed by our own IT department, who developed the software in conjunction with the UK Driver and Vehicle Licensing Agency (DVLA). The system prevents illegal driving of company vehicles and also helps spot driver endorsement trends that may require action.

Communication is Key

Tangible changes in the way our business communicates have included:-

The Managing Director sends out a monthly newsletter commenting on health and safety performance and any new initiatives.

Line managers hold start and end of shift briefings, looking at safety issues that may have been raised during the previous shift.

Safety Toolbox talks have been introduced as a regular feature, devised, briefed and circulated to all staff (example shown in supporting evidence)

The business has a regular Focus magazine, which continually supports the safety message to all staff (see extracts from Focus magazine in supporting evidence).

Driver and warehouse safety groups have been established to enable the sharing of best practice and learning from previous incidents.

League tables have been introduced that show safety performance by sector and site. This innovative approach generates positive peer pressure amongst the participants at all levels within the business (example shown in supporting evidence).

“Could It Have Been You?” one page flyers, which share the lessons learned from incidents across the business (example in supporting evidence).

Culture Change

The company has and continues to drive a culture change within its business so that safety is a part of everything we do. All managers have attended Safety Observation training sessions. This involves managers, supervisors and trainers approaching employees carrying out their normal duties and discussing how the activity or work practice could cause harm or injury.

Operators and drivers are currently being trained in application of Dynamic Risk Assessments. On contracts where the technology allows, a Dynamic Risk Assessment request is sent by a text message facility to the operators hand held terminal. The operator completes the assessment at the work location and texts back the results.

A reporting system that can be completed anonymously is used to record identified hazards in the work environment. The unique identifier is recorded in the monthly safety meeting minutes and remains there until the item is closed off. Feedback is given to the person that raised the report where they are known.



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IOSH accredited working safely and managing safely courses are provided as part of the employee development programme. These courses are targeted at managers, supervisors and safety committee representatives to provide them with the foundation knowledge and qualification required for basic health & safety management.

Carbon Footprint

We recognise that our business activities have a significant impact on the environment, both from the services we provide directly and through those of our suppliers and subcontractors. We take our responsibility as a corporate citizen very seriously and commit to improving our operational efficiency to enhance and protect the environment.

98% of our carbon footprint derives from the use of fossil fuels. The 2008 carbon data has been used as a base line from which to measure and track our carbon reduction performance.

The main focus during 2009 has been directed at maximising the miles per gallon we achieve from our vehicles and where possible, minimising the miles run. For 2009 we have achieved a CO2 reduction of 15%.

Engineering Developments

We have developed with drivers and the trailer manufacturer Don Bur Safe Suzie, a method of connecting tractor and trailer air and electrical connections from ground level. This item is a standard specification for all new purchase trailers.

Alternative vehicles and fuels under test at the moment are electric and electric / diesel hybrid city delivery vehicles, bio diesel and bio gas.

External Verification

Although 2009 has been a very challenging year we have extended our SQAS verification to include our top tier COMAH chemical warehouse. We have achieved full compliance with the aims and objectives of Responsible Care.

Corporate & Social Responsibility (articles from our CSR Newsletter)

YOUNG OFFENDERS

Luke Newton wins at the Tallow Chandlers Offenders Into Work Awards 2009...

Luke Newton, an employee based at Swindon, has won a Tallow Chandlers Offenders Into Work Award. The award winner of the City livery company honour is an ex-offender who was nominated by Susannah Minshall, HR Account Manager. Luke has worked hard and become a valued, highly respected and popular member of the Swindon team. Our company has supported this offender by offering him a permanent paid position at one site, whilst still being in prison and then will support him upon his release from prison by enabling him to continue to work for us at another site. This will give him a fresh start, a new focus and an opportunity to rebuild his life which we are confident that he will successfully achieve. The business is very proud of Luke. He is a great example of how successful the offenders into work programme can be. Luke has grasped every opportunity he has been given and shown a real dedication and focus in rebuilding his life. The Tallow Chandlers Award was presented by Chairman, Sir John Parker, at a lunch hosted by the Worshipful Company of Tallow Chandlers at the Tallow Chandlers Hall on 14th September 2009.

TACS DEMONSTRATION PROGRAMMES

Working with the Foundation we fully embrace the initiatives encompassed in the TACS (Truck and Child Safety) demonstration programmes since their inception in 1988. Did you know 11 children are killed or seriously injured on our roads each day? These programmes are designed to raise awareness around trucks amongst primary school children across the UK. From the period January to July 2009 we carried out 73 TACS demonstrations and reached 5,624 children in total.



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KEEPING CHILDREN SAFE AROUND TRUCKS

Our much awaited Truck And Child Safety campaign (TACS) kicked off on the 14th May 2009 at a Primary School in Grangemouth. TACS is a national road safety program run by us and supported by our customers aimed at raising awareness of large vehicles and their associated dangers among children aged 7 to 11. Taking trucks into schools the program is delivered via live interactive on-site demonstrations involving teachers and children alike. Also in attendance was Elaine Smith, Central Scotland Police Road Safety Officer and a welcome high number of parents. The demonstrations were carried out by drivers Kevin Graham and Dean Swan who quickly became known affectionately by the 400 children involved as “Kev & Deano”. Long forgotten memories came flooding back to Kev & Deano as they joined the children for lunch. The demonstrations continued over the next two days with two additional schools taking part, Moray and Oxfang primary schools, whereupon the latter invited the drivers to undertake an additional classroom talk to both the teachers and children.

Extracts from Focus Magazine

Spring 2009 Edition:

SAFETY MEETING REFRESH

During the first quarter of 2009 we will be refreshing the structure and content of safety meetings across the business. This is designed to raise awareness and increase the engagement of all our employees. A minimum standard of training has been agreed for all safety committee members. A gap analysis is being carried out to identify the training need by location and sector. If you are interested in becoming a safety committee member more information is available from your sector SHE manager.

NVQ SUCCESS AT LEICESTER

Leicester has had a great response from their drivers to the NVQ level 2 Driving Goods Vehicles Qualification. To date forty four out of the fifty four drivers on site have been trained. Furthermore, ten out of the eleven office staff on site have signed up to the Traffic Office & Logistics Operational Management NVQ Level 3 training.

Andy Clarke, the Health & Safety Manager at Leicester, was delighted with the results. Andy has made sure that additional sites who would like to enrol their drivers on the training are visited by the NVQ trainer, who will be there to support the drivers throughout the course.

Summer 2009 Edition:

ENGAGEMENT – THE KEY TO SUCCESS

The close of June saw another period pass free of lost time accidents for Technology, the third in succession, which is a record for the Business sector.

The sector consists of over 30 locations with headcounts varying from 2 to over 250 and differing operational activities, ranging from administration only, to operations that have a comprehensive range of warehouse and transport activities.

Whilst ‘no lost time’ accidents has been the norm for many of our operations with less risk and less headcount, the achievement of the whole business sector over the last three periods is testament to management controls in place and personnel working within the operations.

Four of our organisations deserve a particular mention as they have all surpassed one year without a lost time accident. These are Lutterworth, Erskine and the transport operations at Avonmouth & Glasgow.

John Walters (Operations Manager) from the Lutterworth site placed a high emphasis on engagement processes as a key to success, stating “Over the last 365 days we have actively engaged our employees in the whole health and safety process and not just specific aspects. The current success has been underpinned by open and honest communication throughout the whole operation from the GM through to the operatives and by creating a culture where the workforce is encouraged to report both incidents and ideas for improvement”.



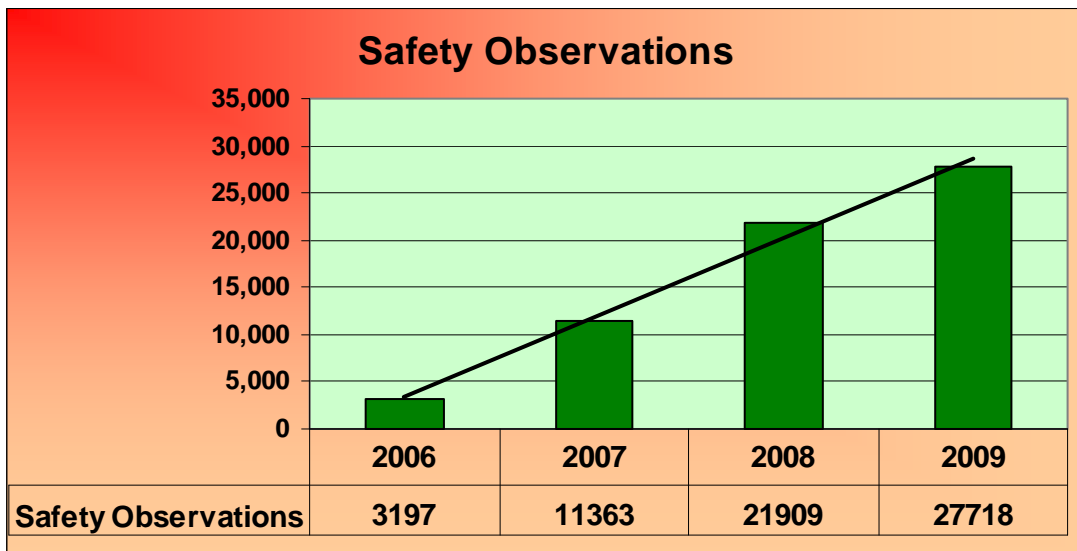
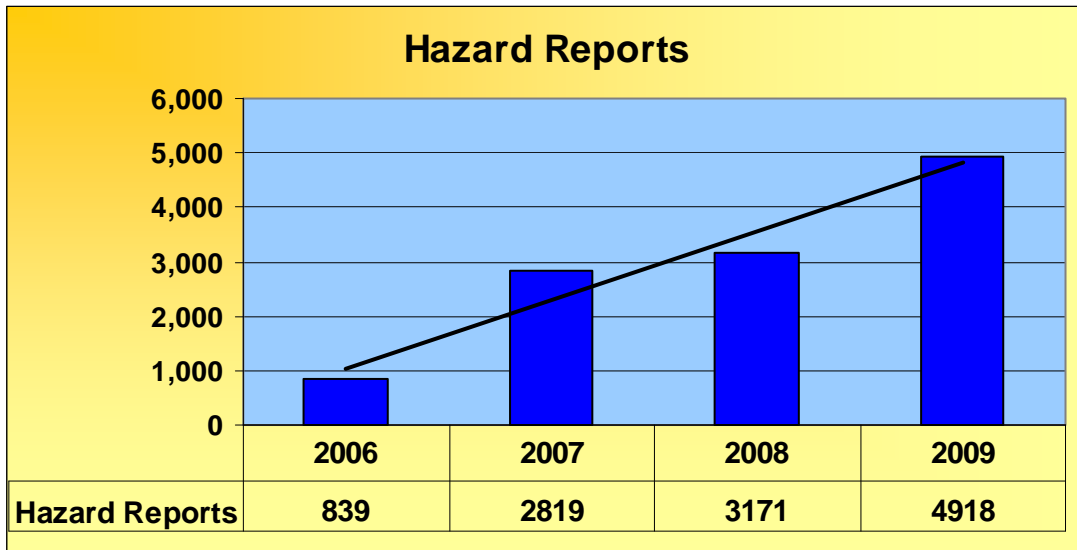
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John also highlighted the following points as fundamental to their success:

- A strong culture of performing behavioural safety observations with 75% of the work force trained in completing these.
- Fourfold increase in hazard spotting over the last 6 months. Management of these has been swift and measured, engendering workplace confidence in the process.
- Implementation of a policy of inviting a guest from the shop floor to each health and safety meeting as well as the safety reps.

Proactive Safety Measures





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Metrics

Health & Safety League Tables 2009

| | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------|--------|--------|
| All data is based on YTD for 2009 and is cumulative To see all details on the Matrix Charts, this file should be opened using Excel 2002 or later version | AP11 | LTI's per 200,000 hrs | Target | Actual |
| | | Obs/Emp - YTD | 1.63 | 1.11 |
| | | Obs/Emp - Annual | 2.71 | 8.13 |
| | | | 3.00 | |

| Summary of data by Sector | | Number of Incidents | | | | Observations | | | YTD actuals | | |
|---------------------------|-----------|---------------------|-----------|------------|------------|--------------|-------------|--------------|--------------|-------------|-------------|
| Sector | Contracts | Headcount | Riddor | 1-3 Day PI | Minor | Total | Hzd Rpts | Sfty Obs | Total | LTI Rate | Obs/Emp |
| CAM | 41 | 1857 | 24 | 3 | 130 | 157 | 3107 | 18764 | 21871 | 1.60 | 13.20 |
| EET | 51 | 2258 | 14 | 3 | 144 | 161 | 1808 | 8952 | 10760 | 0.77 | 4.77 |
| Head Office | 0 | 99 | 0 | 0 | 2 | 2 | 3 | 2 | 5 | 0.00 | 0.05 |
| Total | 92 | 4014 | 38 | 6 | 276 | 320 | 4918 | 27718 | 32636 | 1.11 | 8.13 |

The league tables within this file are based on the LTI performance of the contract and the proactive actions per employee.
The charts place each contract (or sub sector) within an appropriate quadrant based on whether the LTI and proactive actions targets are being achieved - as defined opposite

| | LTI Target | Obs/Emp |
|----------------------|------------|---------|
| Good Practice | Yes | Yes |
| Lucky | Yes | No |
| High Risk | No | Yes |
| Danger | No | No |

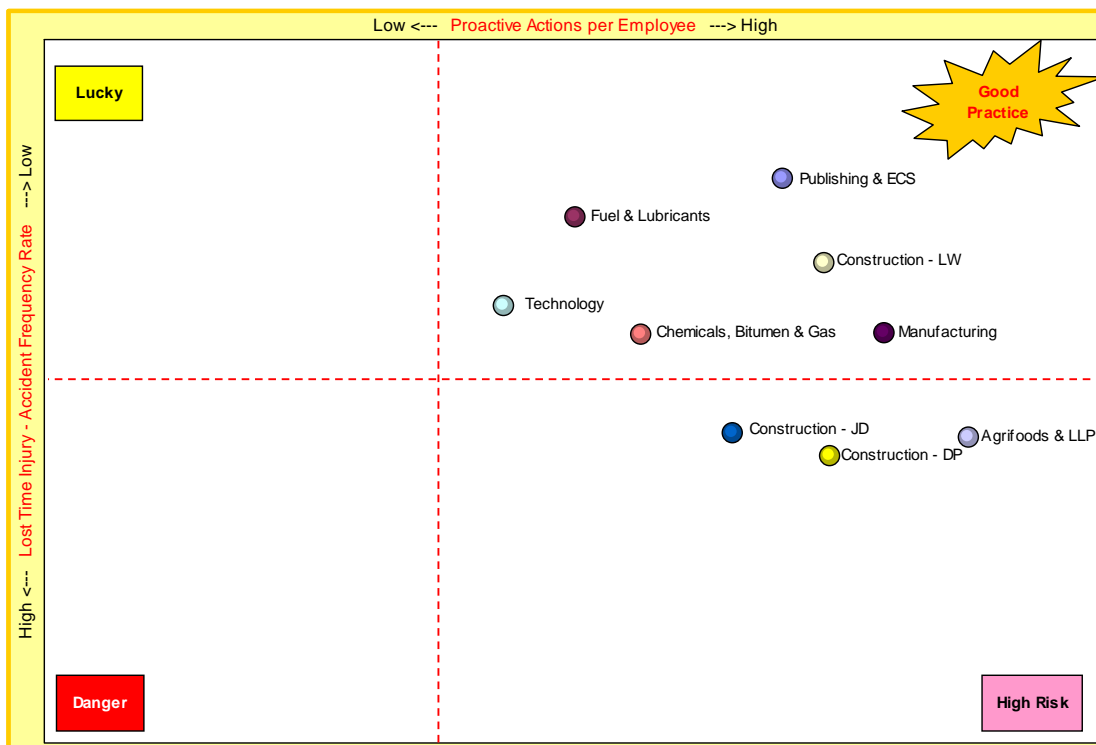
League Table by Sub Sector

| | LTI | Obs | |
|----------------------------|------|-------|---------------|
| 1 Publishing & ECS | 0.00 | 9.58 | Good Practice |
| 2 Fuel & Lubricants | 0.32 | 4.47 | Good Practice |
| 3 Construction - LW | 0.70 | 11.18 | Good Practice |
| 4 Technology | 1.06 | 3.44 | Good Practice |
| 5 Manufacturing | 1.29 | 13.93 | Good Practice |
| 6 Chemicals, Bitumen & Gas | 1.30 | 5.71 | Good Practice |
| 7 Construction - JD | 2.12 | 8.00 | High Risk |
| 8 Agrifoods & LLP | 2.16 | 19.05 | High Risk |
| 9 Construction - DP | 2.31 | 11.45 | High Risk |

| Key: | |
|---------|----------------------------|
| LTI | = No LTI's |
| Target | = LTI's - but below target |
| | = LTI's above target |
| Obs/Emp | = Obs on or above target |
| Target | = > 50% target achieved |
| | = < 50% of target |

| Overall Summary by Contract | No. |
|-----------------------------|-----|
| Good Practice | 52 |
| Lucky | 20 |
| High Risk | 18 |
| Danger | 2 |
| Total | 92 |

Boston Matrix



Tool Box Talk Poster

Toolbox Talk – Special Bulletin Q4 2009

LGV Trailer Park Brake Application



- Hazard = LGV Trailer Coupling & Uncoupling
- Risk = likelihood of severe crushing to driver
- Consequence = Death or Major Injury

Professional Drivers

always, always, always..... check and apply parking brakes prior to coupling and uncoupling LGV Trailers.

Could It Have Been You?

Driver Receives a Cut above the Eye Strapping Load

- Driver started 1.25 hours before his scheduled start time
- When vehicle and drag trailer had been loaded driver started to strap load
- When taking slack out of a strap, buckle became detached from the rave
- The buckle flew up cutting the driver above the left eye
- The driver was wearing a hard hat at the time



Cut to head



Strap buckle

Do you ever take short cuts or rush?

Do you always double check the buckle is secure as you tighten?

Do you always inspect equipment before you use it?

Always Think Safety - Yours and Others



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Testimonials

A Personal View of Health and Safety - By Employee Tony Makepeace

Before working for my current employer, I never really thought about health and safety.

I just did things the best way I could. If a corner needed cutting, then I would do it just to get the job done.

However, since becoming part of the Safety Group at Aylesford and completing several courses, including IOSH and Behavioural Safety Observations, I have now changed the way I do things, both at work and at home.

For example, at Christmas, whilst hanging the outside lights up, I used to stretch just that little bit further to save moving the ladder too many times. Now I move it to within my safe reaching capabilities. This results in less risk of falling and body strain.

At work, before I did the above mentioned courses, I was jumping off the cat-walk of my vehicle and connecting my air-lines. Now, I adopt the 3 points of contact and climb down safely. This takes no extra time.

These 2 examples are only a small part of areas of my life that I have changed that stop me potentially injuring myself.

I have also learnt about the ‘health’ aspect as well and have decided to lose some weight as a direct result of the IOSH course.

I am now much more aware of potential risks and try to adopt safe working practices the result of which mean I can return home to my family safely.

Don't be a risk taker and need an undertaker!

Customer Testimonials

CUSTOMER 1 - Leicestershire

31 March 2008

Our Suppliers commitment to safety excellence at Customer 1

We have an Industry leading approach to Health & Safety and I'm, therefore, impressed with how committed our supplier is to working closely with us as partners to ensure that safety is a priority for all operators on site.

There is a pro-active approach in highlighting and resolving potential hazards to ensure a safe working environment for everyone involved. This really helps towards maintaining a good working relationship.

They have embraced the “get the safety discipline right and all other disciplines fall into place“ approach used at Barrow and likewise we have also been able to take their safety to the next level by learning, in some respects, from their team at Barrow.

M. Donald – Director



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CUSTOMER 2 - Cheshire

31 March 2008

This supplier has run our NDC at Widnes since 2004.

The site is operated to a high standard, in particular, with respect to a Health and Safety record which is exemplary.

The team on site is committed to the highest possible Health and Safety standards and this is reflected in the exceptionally low number of incidents.

E Sinclair - Head of Logistics

CUSTOMER 3 – West Yorkshire

31 March 2008

It gives me great satisfaction to work with such a professional company as this one. When it comes to Health & Safety in the workplace they really are a true leader. They have driven a number of initiatives on our site in Leeds, through a joint Committee involving both their employees and ours.

Not only have they impressed us here, but also our customers who visit the site on a regular basis. Comments about the site layout and high standards of housekeeping are always highlighted during site tours. We are going to produce a DVD showing the operations at Leeds and Health & Safety will be shown as a highlight to promote good measures and best practice.

It is refreshing to work with an organisation that doesn't just “take the profits and run” but invests some of it back into the business to ensure the safety of all staff and site visitors. This site at Leeds is a flagship when it comes to Health & Safety and something we are all very proud of.

S. Campbell – Site MD, Packaging Company, Leeds

CUSTOMER 4 – West Yorkshire

28th March 2008

We are happy that our supplier has made a major step change in SHE culture by increasing management focus and leadership on constructive preventative measures that are evident at all levels within the business. Improved communication, training and competence have been an integral part of the process and have achieved significant reductions in lost time injuries.

M. Mulvana - Commercial Manager, Petroleum

CUSTOMER 5 – West Midlands

31 March 2008

They have made a major step change in aligning their SHES performance to their culture, increasing management focus and leadership through improved communication, training and competence. This has manifested itself in a huge reduction in incidents, underpinned by the achievement of OHSAS18001 status.

R. Aspin – National Logistics Manager



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CUSTOMER 6 – Berkshire

17 June 2010

DHL Supply Chain currently manage our country hub in the UK to support our business across the UK & Ireland and soon to be Channel Islands.

The operation is very well managed with a lot of focus on Health and Safety within the workplace.

Within the actual operation the aspects to Health and Safety are very strict. All employees do wear all the protective clothing and are fully trained on what tools need to be used to assist them when working within their environment.

The building is also well under control when it comes to fire evacuation and the facility is well protected in case we had an issue

Summary:

We recently carried out an audit on the facility and DHL Supply Chain will receive an award from us based on their overall score. Very well run facility with a lot of focus on operators safety and working conditions.

P Bridgewater – UK Warehousing & Transportation Manager

CUSTOMER 7 – Leicestershire

14 June 2010

I have no hesitation in highlighting the quality of process and management commitment to Health and Safety shown by DHL.

We feel confident That our policy of "Safety First' which is the cornerstone of all operations is being actively pursued By DHL in their Lutterworth operation.

The site is actively encouraging the workplace by raising awareness to staff around their personal impact. They have provided an environment which allows staff to feel comfortable on reporting risks and accidents allowing continuous review and prevention.

Like many companies performance on health and safety and wellbeing is increasingly being recorded in organisations. The process used by our partner DHL stands up to detailed scrutiny.

K Howe – Head of Operations



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