



Setting up and running a cultural transformation program

Eva Trulsson, Perstorp AB
SÄKU 2023-09-13



About us



Eva Trulsson

Vice President Responsible Care

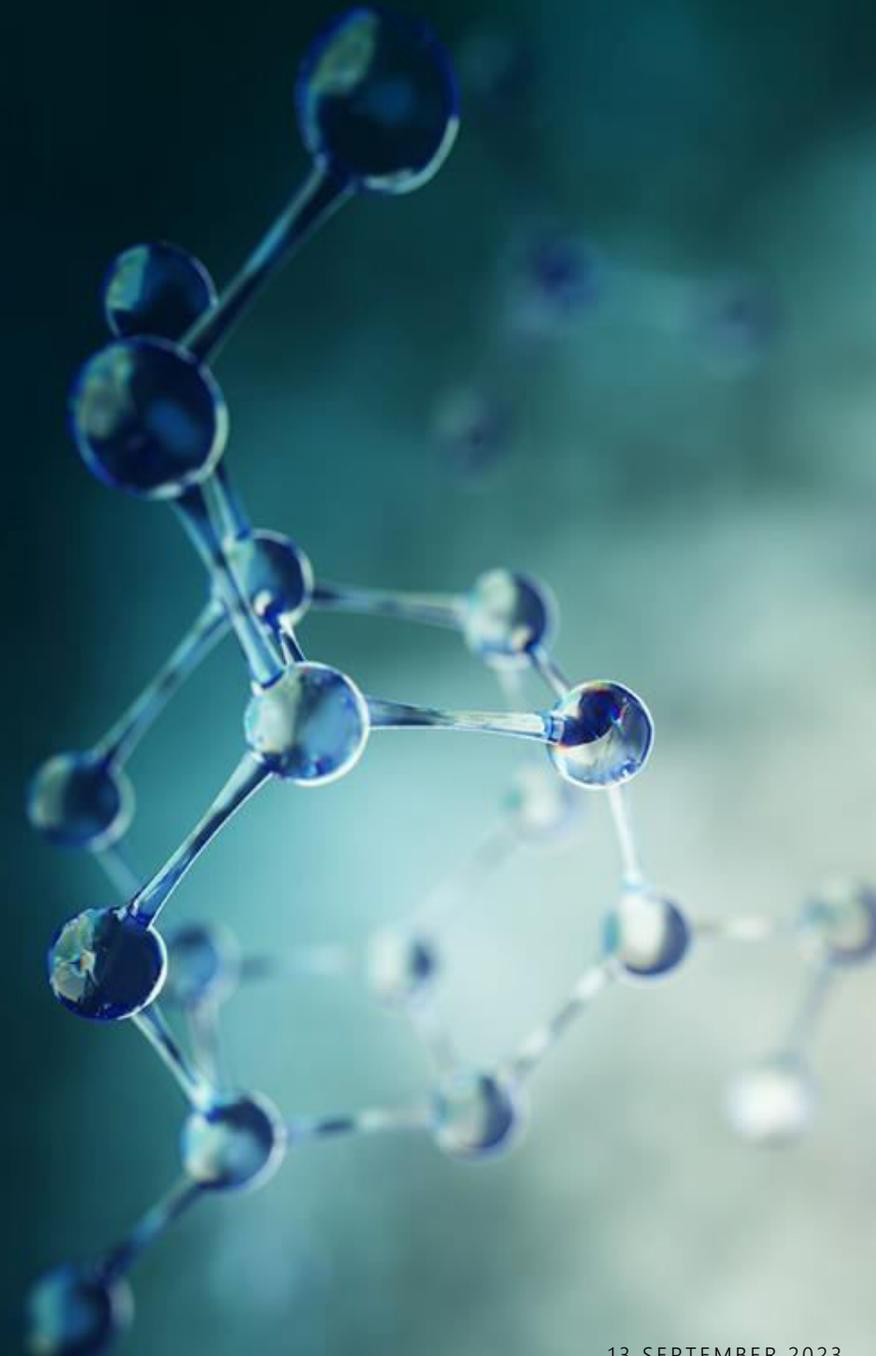
8 years at Perstorp



Adam Dalmo

Director, Governance & Incident management

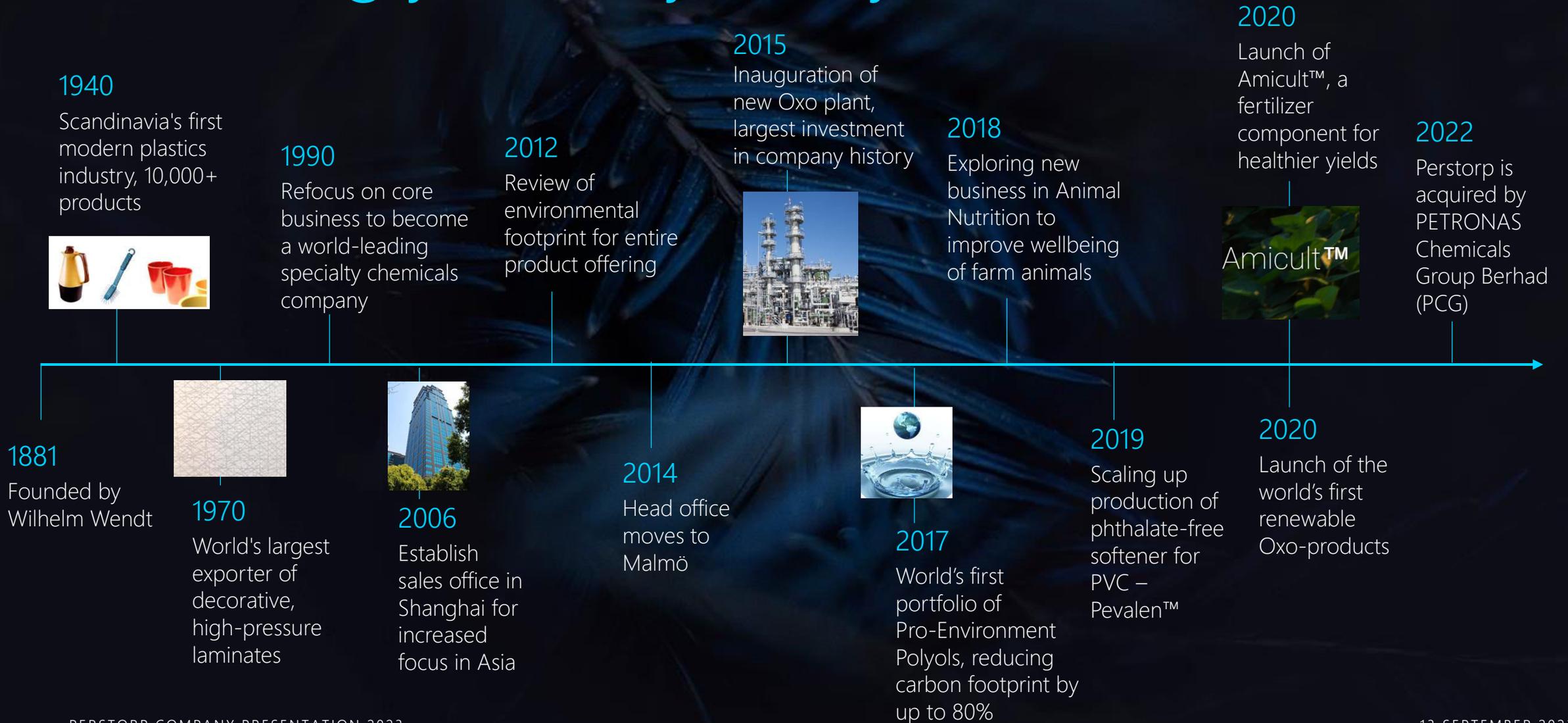
6 years at Perstorp



Perstorp
advances
everyday life
everywhere



Advancing yesterday, today and tomorrow



Perstorp everywhere

Perstorp is the operator of 8 production units in Asia, Europe and North America. Sales representation in three different regions. This, together with sales representation in all major markets and more than 50 agents, safeguards a global presence.

Production units

- | | |
|-------------------------|--|
| 1. Bruchhausen, Germany | 6. Waspik, the Netherlands |
| 2. Castellanza, Italy | 7. Zibo, China |
| 3. Perstorp, Sweden | 8. Sayakha, India (<i>to be inaugurated in 2024</i>) |
| 4. Stenungsund, Sweden | |
| 5. Toledo, the US | |

Sales representation

- | | | |
|-------------------|-----------------|--------------------------|
| 1. Germany | 10. Brazil | 19. Taiwan |
| 2. France | 11. Philippines | 20. United Arab Emirates |
| 3. Italy | 12. Mexico | 21. Egypt |
| 4. Netherlands | 13. USA | 22. Norway |
| 5. Poland | 14. China | 23. Slovakia |
| 6. Spain | 15. India | 24. Thailand |
| 7. Sweden | 16. Japan | |
| 8. Turkey | 17. Korea | |
| 9. United Kingdom | 18. Singapore | |



The start of our journey



Immediate global actions

1. Strong and clear message from leadership team to all employees
2. Benchmark on safety top performers in industry
3. Shift to proactive focus on cultural maturity



The Perstorp Careway



Care

Isolated/
Reactive

It only matters if
something goes wrong

Aware/
Dependent

It only matters if
someone's watching

Motivated/
Independent

It always matters
because my life is
important

Empowered/
Interdependent

It always matters
because all lives
are important

Accidents and
unhealthy work

Important milestones on the Careway journey



2016
Upgrading of health & safety management system including:

- Life Saving Rules
- new incident reporting system

Two serious accidents

2018
Start of culture transformation project
Intensified focus on contractor injuries
First Let's Talk Care 365 day

2020
Incident deep-dive
Health & safety leadership training
Launch of Care as a value

2022
Revitalisation of program for behavior based safety
Careway assessments finally face to face again
New ownership

2023

2017
Launch of Care 365 communication initiative
Launch of the Careway

2019
Internal Careway assessments
Launch of behavior management process based on "just culture" concept

2021
Launch of global CI program with health & safety focus
Upgraded process safety incident management
Intensified focus on health



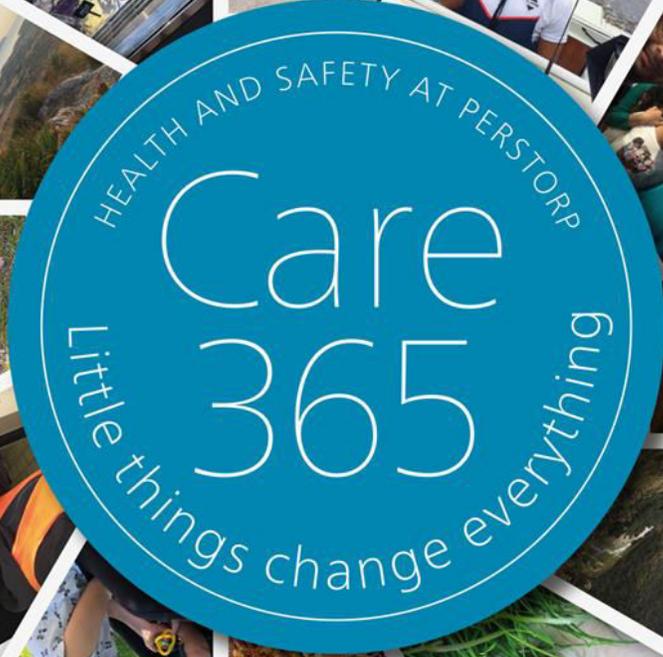
The Perstorp Careway

The Careway support structure



Learnings this far:

1. Leadership commitment is key
2. The role of the H&S professional is to hold up the mirror – but the change must be driven by the line organization
3. Localize as much as possible for a sustainable result
4. Making it personal will speed up the change
5. Lots of time in the field is absolutely necessary to get the right input
6. Realize that change takes time, and that you will have ups and downs during that time
7. Understand that change in priorities will affect the progress and that this must be reflected in the ambition level



The Careway program at Perstorp

Adam Dalmo, Perstorp AB
SÄKU 2023-09-13



The elements of our Perstorp Careway program

The Careway

Our cultural maturity ladder and guidance



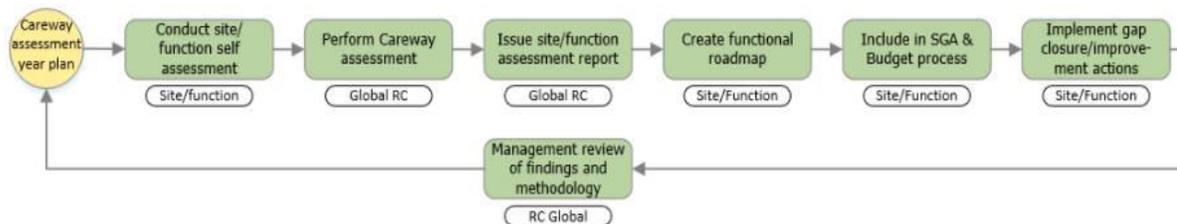
The Careway protocol

Our assessment tool



The Careway assessment

Our follow up and learning process

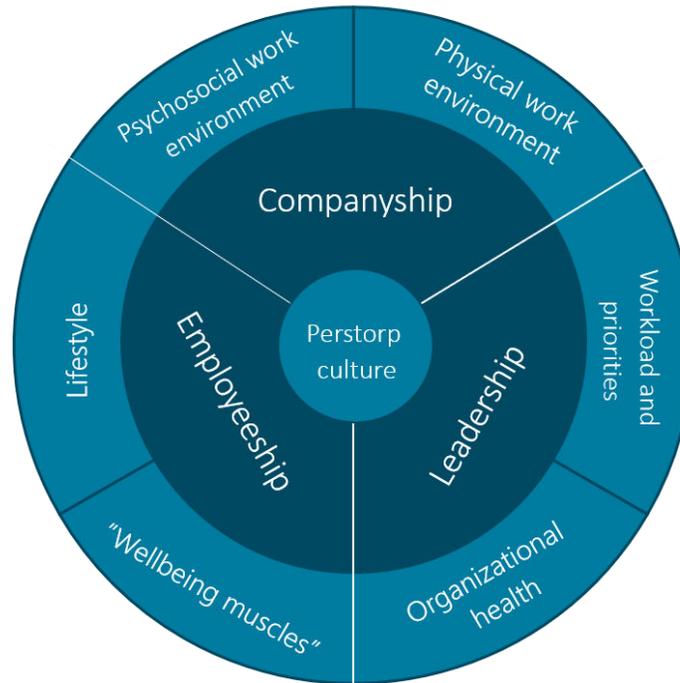


The Careway CI roadmaps

Our local and global improvement cycle



The Careway strategy

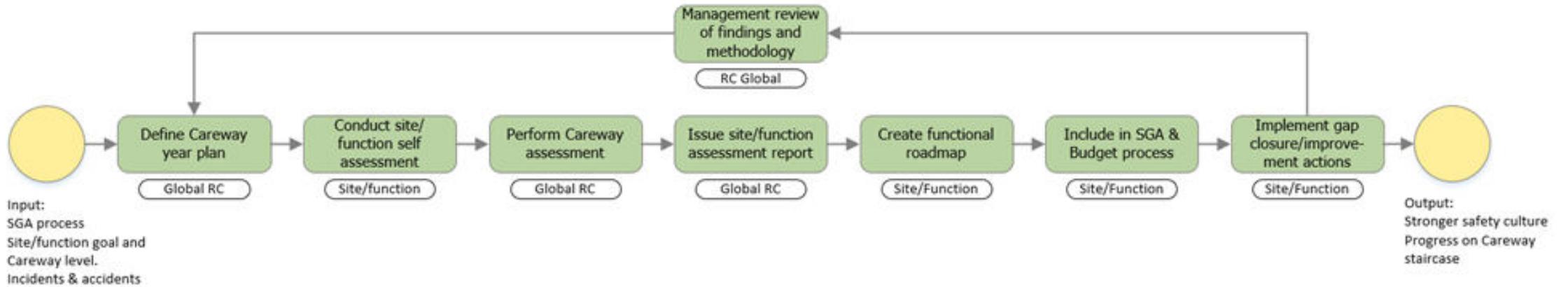


The Careway Protocol – our assessment tool

The Protocol consist of 7 blocks (“pie slices”) with 4 elements per block*. Each element includes 15 statements to be assessed. In total 405 statements.



The Careway assessment



The statements in the protocol are reviewed by the assessors and graded on a scale



The result of the scoring of all questions per element and Careway level is weighted resulting in a color per element and Careway level

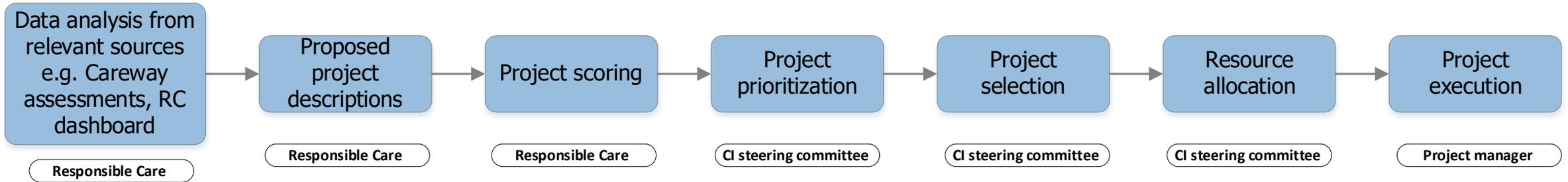


The result of the scoring of all questions in all blocks and levels if weighted resulting in a Careway level. The scoring per element and Careway level is visualized in the Careway.



The identified gaps (red or yellow score) are used as input to the local and global Careway roadmaps. It's essential that gaps are closed on the lowest Careway level first in order to create a solid foundation.

The Careway CI roadmaps



Time for questions!



