

DUPONT
SAFETY
AWARDS



10th Edition – Winner Performance Improvement

Istanbul, 12th September 2011



Company Profile

- Activities: Manufacturing of Primary Aluminum Metal
- Products: Sow, Billets, Ingots and Sheet Ingots
- # of employees: 2000
- # of operating sites: 1
- Turnover (MM\$): \approx 2 Billion \$





Context

- A joint venture between DUBAL and MUBADALA to build the world-largest single-site smelter (area of 6 Km²) in two stages:
 - Stage 1: Production 750,000 T/Y
 - Stage 2: Total production of 1.3-1.4 Million T/Y
- Apply first class EHS standards (no harm to people and environment)
- Make high quality aluminum product utilizing a local technology
- Comply with all applicable legal legislations



Challenges

- Limited infrastructure and poor site access foundation (i.e. Civil Defense, Hospital)
- High risk construction activities (working at height, deep excavations, confined spaces etc.)
- Tight schedule (2008 – 2010)
- Climate limitations (hot and humid)
- High traffic volume (170,000 vehicles per month at peak)
- More than 50 contractors with over 18,000 workers at peak
- Over 55 nationalities
- Limited qualified EHS Human resources



Solution Designed

- Top management commitment
- Pre-qualification process (previous records and site visits)
- Comprehensive EHS manual at early stage
- Risk assessment and task hazard analysis
- Communication with workers lead by area owners
- Inspections, audits and Manager's safety walk-down
- Awards and incentive programs:
 - Workers EHS behavioral recognition
 - Contractors recognition (best EHS practices)



Results and Impact

- Zero fatalities and no disabling injuries
- Only 1 LTI for every 11 million man-hours
- Lowest industry LTI frequency – 0.02
- Zero major environment incidents
- Improved the EHS culture among contractors
- Below budget and ahead of schedule
- Recognition by national leaders