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A Journey of Cultural Evolution in Safety: Transforming Leadership and Operational Engagement

Context

The organisation is one of the largest ethanol producers and one of the main issuers of decarbonisation credits (CBIOs) in the country. Producing and commercializing ethanol, VHP sugar, and electric energy from sugarcane and its biomass, the company works toward developing a future that is more beneficial and sustainable for society and the environment.

Respect for people and safe operations are part of the company's beliefs and values. Despite having low accident rates, the organisation is still not satisfied with its safety results, especially regarding the severity of incidents. Seeking to improve its safety system and culture, the company engaged dss⁺ as a partner to support the evolution process toward an even safer operation.

Challenge

After conducting a diagnosis of the maturity of its safety culture, the results showed that its operations were at the Reactive culture stage, characterized by an environment where employees view safety as a natural instinct and as something conditioned by compliance. A cultural transformation roadmap was built, with the goal of taking all units to a maturity stage where safety is a non-negotiable value and employees take care of one another.



Intermediate objectives were also established for the Transformation Journey. In this first phase, it was defined that all operations should reach the Dependent culture stage by the end of the 2024/2025 harvest.

Solution

dss⁺ and the client jointly designed and developed a journey plan toward cultural evolution in safety and risk. Through the application of dss⁺ methodologies, it was possible to engage leaders and employees in a systematic approach to safe operations, prioritising risk communication and effective, visible, and demonstrated leadership across all operational areas. Among the main activities carried out, the following stand out:

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- Implementation of a program to develop a new leadership mindset and way of acting through training and (individual) mentoring;
- Implementation and application of proactive management tools to enhance risk management and improve Operational Discipline;
- Leadership mentoring dynamics with the application of an Individual Development Plan (IDP), focused on exercising competencies aligned with the leadership development program, as well as actions aimed at improving preventive risk management tools.



Assignment

Change and reinforcement of the operational culture in safety and risk management.



Offering

Leadership training and development program (Managers, Coordinators, and Supervisors), and implementation of proactive risk management tools.



Impact

- **93% reduction** in Severity Rate compared to the previous harvest.
- **28% reduction** in Accident Frequency Rate (TRIR) compared to the previous harvest.
- **63% reduction** in High Potential Incident Rate (HPIR) compared to the previous harvest.
- **Advancement from the "Reactive" culture stage to the "Dependent" stage.**
- **Exercise of visible and perceived leadership** through proactive risk management tools.
- **More than 400 leaders** trained in safety leadership skills.



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