



One of the world's leading tire manufacturers, Michelin is Number 1 in high performance automobile tires.

It has more than **100 years of history** and more than **187 million tires manufactured** in 2016, with production facilities in 17 countries.

Michelin is committed to conducting all aspects of the business responsibly while respecting the environment. This includes developing efficient solutions to meet the expectations and desires of consumers and shareholders, honoring the **“Michelin brand, a better way forward.”**

**Michelin's mission is to make a sustainable contribution to progress in the mobility of goods and people, enhancing freedom of movement, safety, efficiency and pleasure when on the move.**



## Scenario

After a long period with low accident rates, in 2013 Michelin Brazil detected a sudden increase in the rate of workplace incidents.

To keep up with international safety standards, the company developed and implemented the Safety Attitude program. This initiative, created to strengthen the company's culture of safety, is based on three pillars:

- Lead by example
- Safety observations made by all
- Rigorous compliance with regulations

To better allow the safety culture strengthening to sink in, the Safety Attitude program was divided into two communication stages: Impact and Maintenance.

### IMPACT

The idea in stage one was to impact all company employees on safety issues, using videos and presenting lectures on the program, and providing training for all company managers, reinforcing their role in accident prevention.

### MAINTENANCE

The objective in the maintenance stage was to generate a positive change in people's attitude towards safety. In this phase, posters and other communication media, where the employees themselves were the characters, were spread throughout several areas of the company.

The program was well received, however, upon analysis of the new accident prevention policies and the strengthening of the new safety pillars, it was noticed that despite the many technical and procedural tools, there was still a shortfall in the behavioral area.



The accident rate had increased



Participation in risk prevention by the agents was poor



A new safety program was implemented



There was a deficiency in the behavioral area

**“The expected result using these three pillars is a reduction in workplace accidents with our staff. When we first were introduced to the SafeStart program in October 2013, we realized that it fit perfectly into the Safety Attitude program.”**

Sergio Cardoso,

Corporate Safety Manager for South America



**2,460** trained employees

## SafeStart

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In search of a program that dealt with human factors and that complemented their existing safety initiative, Michelin implemented SafeStart. Integration of SafeStart with the internal Safety Attitude program was carried out in February 2014. According to Sergio Cardoso, Corporate Safety Manager for South America, SafeStart was chosen as the key element of the Michelin program because, in addition to its objective of developing a culture of risk prevention, it integrates perfectly with the pillars of the existing program and serves as an impetus for changing the safety attitude.

What primarily drew Michelin's attention to SafeStart was its simple, easy-to-understand concept and application to the various hierarchical levels. The main integration project actions were to reinforce the understanding of leadership responsibilities, strengthen engagement of steering committees with the safety theme, highlight positive attitudes and discredit unsafe behavior without discipline or punitive actions. Emphasis was put on implementation training for managers and hourly staff. Employees now spread preventive behavior in the organization.

## Implementation

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In the implementation phase, each unit was developed to take place over two to three months for groups of 15–20 people. Each employee participates in this classroom-style training, which includes five units of self-study workbooks with real stories about real people and demonstrates how they can learn from their common injuries. The workbooks take a non-punitive, self-discovery, 24/7 approach to safety to show the personal value and applicability of the program. A key aspect in the implementation was the strong commitment of leadership which further established the action plans to ensure continuous improvement and sustainability.





## Company changes after the SafeStart program implementation

A total of 2,460 employees were trained and one of the considerable positive changes generated by SafeStart was to see people directing one another concerning the program concepts in relation to safety issues in general. Workers also began to carefully observe their routines and learned to identify and report existing risks. The change in behavior and the high rate of engagement by workers is outstanding.

SafeStart tied compliance, culture and safety together with human factors. Providing employees a common language and a judgment-free way to comment on safety has empowered employees to initiate safety observations, strengthening both their employee engagement and their safety culture.



reduction of accidents in the 2013/2015 period

**“We have hundreds of success stories! Each operator trained in SafeStart has further strengthened the safety culture, allowing for a drop in the number of incidents.”**

Luiz Fernando Rivera,  
Director Earthmoving and Mining Tire Plant

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