



**SANDVIK**

CASE STUDY

# Cultural Change Through Technology Innovations

## Who is Sandvik?

**Sandvik has over 43,000 employees across the globe.** Sandvik Mining and Rock Solutions (SMR) division has eight product areas: rotary drilling, load and haul, mechanical cutting, parts and services, rock tools, rock drills and technologies, surface drilling and exploration, and underground drilling.

Sandvik Mining and Rock Solutions innovated its entire approach with culture-changing EHS reporting.



## The Challenges

In 2006, SMR introduced EHS reporting using spreadsheets for the capture and communication of EHS data.

Over time, the reporting became more complicated. SMR's EHS goal was to continually improve both its EHS culture and its management systems.

SMR recognised that it needed to use its reporting not only to track outcomes, but also to allow a wider, more holistic view of data to ensure greater transparency, **promote good decision-making** and recognize key areas for change and investment.



Improving EHS culture across a diverse organization with significant differences in EHS maturity is a challenging task, but we knew with the right tool, we could transform EHS data into meaningful metrics that employees understand and relate to."

**Julie-Ann Clark,**  
Global EHS Data Manager,  
Sandvik Mining and Rock Solutions



"The spreadsheets were about numbers. But it's not just about what gets measured; it's what gets talked about that changes things."

**Stuart Evans,**  
Global EHS Vice President,  
Sandvik Mining and Rock Solutions

In order to retain its **market-leading position**, SMR pursued a path that would allow the company to assess behavioural change by reporting both quantitative and qualitative data.

The goal was to translate data into information to strengthen the value of EHS across the enterprise, to build and implement a culture of EHS awareness, and to enable staff to take ownership of EHS on an individual basis.



# The Solution

SMR opted to go with Evotix, an SAI360 Company, to significantly improve its EHS performance by simultaneously improving both the management systems and the EHS culture.

The numbers support this belief – **88% of employees** rated the EHS culture as strong or very strong in their last employee survey. Looking at the lagging safety indicators, in the years after the solution was implemented, the Total Recordable Injury Frequency Rate **fell from 19.6 to 2.7** at the end of February 2021 and the Lost Time Injury Frequency Rate is now at 0.67.

But that's not all; with greater openness and a common sense of the importance of EHS success, the atmosphere is different, and workers take on individual ownership and accountability.

Total recordable injury rate has dropped from:

19.6 → 2.7

Hazard close-out rates:

59% → 98%



98%

EHS completion rate



Close-out rates have **risen from 59% to a consistent 98%**, whereas the number of hazards identified due to a significantly improved safety culture has **increased by 200%** over the same era.



The annual site-based completion rate of the EHS plan is now **above 98% for all sites**. Before, they had not been finished in time or had been completed by the end of the year.



**Reporting Performance** (within allocated time-frames) has improved with the average monthly score increasing from 9.2 (of possible 20) in 2015 to 16.5 in 2020 – **this is an 80% increase in performance**.



Every location has **established a health & well-being program** that has been developed in consultation with the workforce.

The health & well-being programs are made up of **approximately 362 separate elements** for 2021 (an element is an individual topic within the program) under the classification of either physical, psychosocial, social, economic, spiritual and personal development.

These programs are declared, monitored and progressed in a systematic manner using the **platform's functionality**.

# Conclusion

There is far more to consider than the financial bottom line in today's cut-throat business world. As well as generating revenue, companies must be able to demonstrate to all of its stakeholders (e.g. investors, customers, regulators, local communities) that it has the capability to meet all expectations associated with having a **"social license to operate."**

Collecting, managing, reporting and analyzing data is a vital part of every EHS management system. Human error will never go away, and there will always be an **inherent risk of failures in equipment and procedures**. That said, a comprehensive and efficient data management system will arguably be one of the most important ways to develop prevention strategies.

To address all these challenges, many companies are **searching for digital technologies** that enable them to evolve from manual spread sheet-based processes to a fully integrated EHS solution expanding their capabilities.

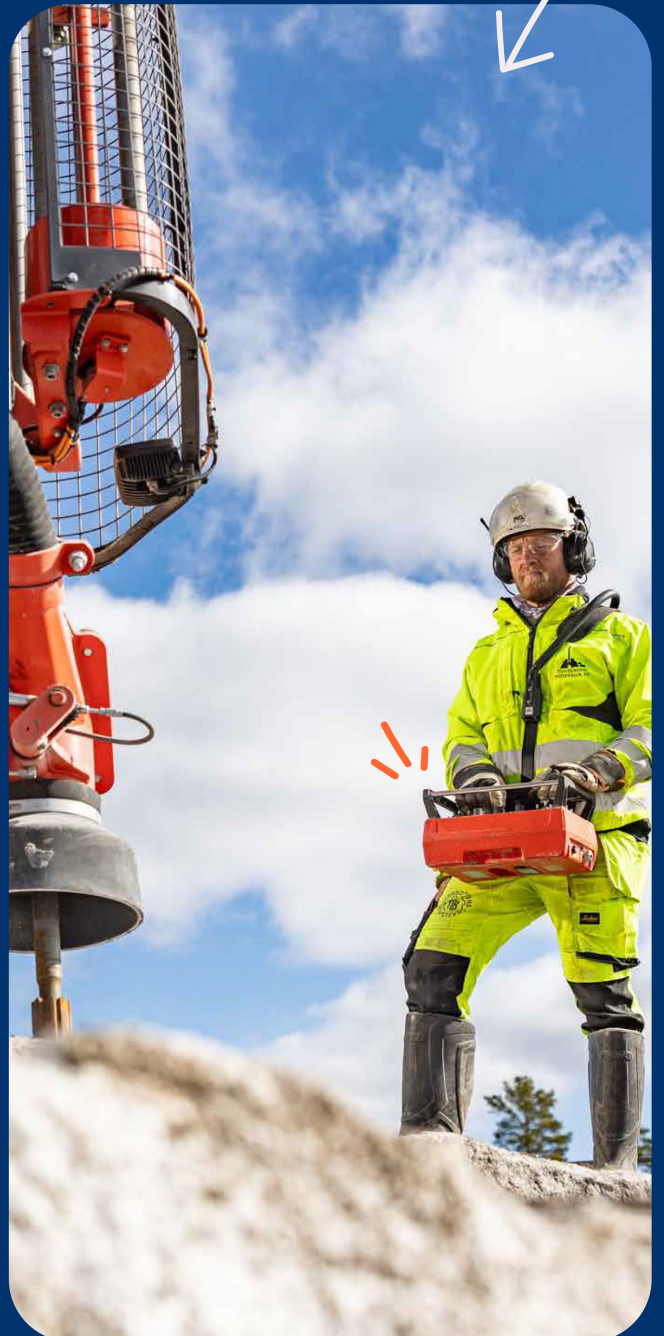
As highlighted in Sandvik's case above, technologies such as the one from Evotix, can **help EHS experts significantly improve worker safety** and incident management by optimizing the system to change the culture.

Furthermore, with **greater transparency and a shared understanding of the value of EHS** performance, a local EHS culture will improve by supporting individuals in taking greater ownership and accountability for the risks and controls in their workplace.



While we made very few changes to the core components of Evotix EHS (Incident & Hazard Reporting module), we have certainly **pushed the 'system' boundaries** in relation to customizing and developing other components to suit our ever changing needs.

The ability to provide a system that allows this degree of flexibility without compromise to stability is **testament to Evotix's experience and knowledge in the field of EHS systems**.





**US**  
Chicago

+1 (872) 215 5913



**UK**  
London  
Manchester  
Glasgow

+44 (0) 161 521 8490



**AU**  
Melbourne  
Perth

+61 3 8595 5909

# Let's chat

[contact@evotix.com](mailto:contact@evotix.com)

Our Evotix team is passionate about applying market leading technology to create safer, smarter workplaces, partnering with organizations that value people's safety, communities and the planet.

As safety professionals and long-term leaders in the Verdantix EHS Green Quadrant, our deep and practical insight addresses your evolving needs, helping you achieve your health, safety and sustainability goals.

**Evotix: your all-around partner for the journey.**

