



ADM X **ALLENCOMM**
TOTAL PROCESS SAFETY



COMMITTED TO SAFETY

In many mandatory and safety programs, the goal is simply to get everyone through the training—without it taking up too much time or being too painful of an experience. ADM aspired for and achieved much more.

Although the organization already had standard safety procedures in place, they believe safety is a journey of ongoing growth. There are always more ways—better ways—to make safety a priority and reduce the number of incidents (especially on such a global scale). That’s why they wanted to take safety to the next level with the Total Process Safety (TPS) training initiative.

More than a check-the-box solution that aimed for mere completion, TPS harnesses cutting-edge technology and a learner-driven design focus to shape culture, change mindsets, and inspire action. It addresses every aspect of safety down to the smallest detail and encourages employees to uncover the personal impact they have on keeping others safe and committing to a safer tomorrow through the decisions they make today.

ABOUT ADM

As a leading provider of human and animal nutrition, ADM has a commitment to the customers they serve to provide only the highest quality products. The organization’s purpose is to unlock the power of nature, to enrich the quality of life. Their three beliefs—nourishment, food from nature, and the power of nutrition—support this purpose.

ADM works with growers to provide personalized services and innovative technologies that contribute to enhanced sustainable practices, transforming each grower’s products into staple foods, renewable industry products, and an expansive pantry of ingredients for consumers and animals worldwide. Through this innovation and expertise, ADM is dedicated to helping people live better lives and making an impact on a healthier tomorrow.

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THE OPPORTUNITY

A CATALYST FOR COMMITMENT

Organizations across the world struggle with safety incidents, some more devastating than others. Each incident serves as an example for why change must happen sooner rather than later. In the past, ADM was more focused on occupational health and safety, such as injuries. But after realizing that wasn't enough, they pivoted to a focus on TPS, which goes hand in hand with occupational safety principles to become an overall safety practice.

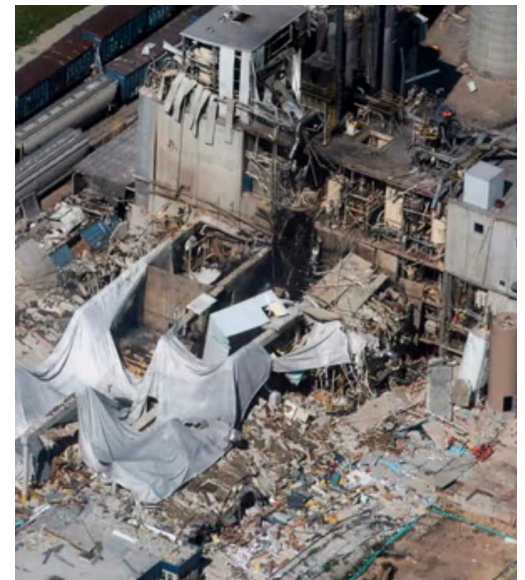
TPS doesn't replace industry standards, but instead adds to them, showing that ADM is committed to going above and beyond the usual safety procedures by making safety training, understanding, and adherence as effective as possible. TPS affects everyone and everything, making it perhaps the most important initiative ADM has completed so far.

But to truly be effective, ADM knew the TPS program had to break past the norms of compliance and safety training, from the traditional click-click-question structure to a digitally transformed, immersive solution that was stronger than anything else they'd done to date. It also had to be short (30 minutes or less) to make the most of learners' valuable time.

With powerful messaging, empathy-provoking media, engaging visuals, and relevant scenario-driven exercises that build real-world safety-prevention skills and mindsets, TPS now empowers learners to take charge of safety regardless of their role at ADM, shifting their mindsets from "this is for me" to "this is for everyone at work, at home, and within my community."

CONSTRAINTS

- **Getting everyone to buy into the new program.** How do you engage people and get them interested in taking it? How do you want to get them involved in the change and invested in safety on a personal level?
- **Make every moment count.** The course is short (only 30 minutes), so it had to be meaningful and impactful at every moment, with powerful messaging that's relatable while conveying exactly what needed to be conveyed.
- **Improving change management,** including working with stakeholders and other key decision makers in the organization to understand the impact of the training versus the cost, why it was important, why it had to happen + why it had to happen NOW.
- **Overcoming reluctance to adopt self-paced training.** ADM had to switch their mindset about this type of training, which wasn't common in the organization.
- **Juggling expectations and constraints.** Different teams and decision makers had different expectations. One of the lessons learned was how to coordinate with these teams get their feedback/buy in earlier.



THE SOLUTION

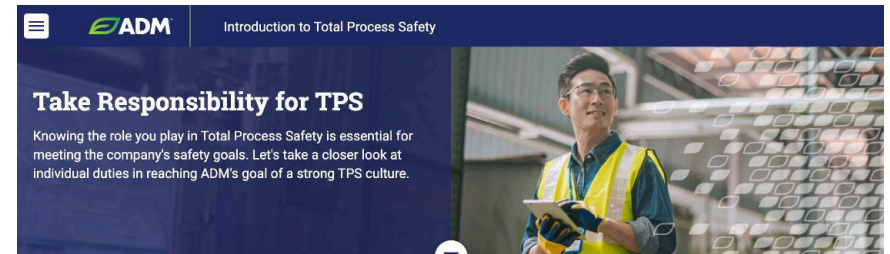
AN IMPACTFUL 30-MIN. TOTAL PROCESS SAFETY TRAINING FOR ALL EMPLOYEES

ADM and AllenComm collaborated on a design strategy that would engage learners, enhance organizational resilience and sustainability, and foster a TPS culture. One primary goal was to minimize the risk of catastrophic events due to better safety practices and a shared commitment to overall safety at ADM. Some of the key steps of the design process included:

- **Content Discovery:** Gathering and organizing insights, as well as other vital information about TPS, ADM, specific roles, performance gaps, and more related to safety, ADM's goals, and learners' needs.
- **Instructional Strategy:** Created an outline with high-level objectives, activity types, course sequencing, content sources, and design decisions. The outline emphasized real-world application and context in relation to the goals and needs identified during discovery. One of the most important aspects of the course is that every interaction needed to have impact due to the short length.
- **Prototyping and Validation:** A sample user experience, with visuals and activity interactions, was created to gather feedback and troubleshoot the design, helping streamline the development process by identifying what would work well—and what needed to go back to the drawing board—before getting too far.

The results of this work culminated in a web-based training (WBT) that acts as a call to action for learners to make safety a priority every day on the job. This WBT includes:

- **A Meaningful Structure:** The three modules in the course follow a specific flow to build connection, confidence, and commitment, in that order. These three Cs act as strategic pillars to bring the design together and engage learners to personalize the experience as they uncover the role they play in safety at ADM.



Introduction to Total Process Safety

Take Responsibility for TPS

Knowing the role you play in Total Process Safety is essential for meeting the company's safety goals. Let's take a closer look at individual duties in reaching ADM's goal of a strong TPS culture.



Who's responsible?

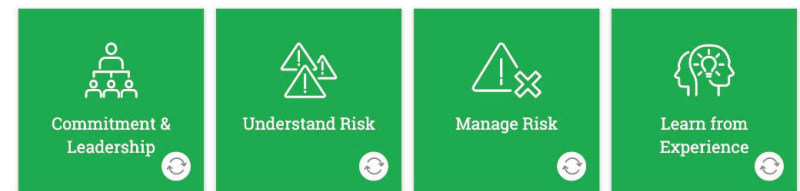
On May 31, 2017, a grain dust explosion occurred at the Didion Milling plant in Cambria, Wisconsin. The blast killed five employees, injured 14 others, and led to significant damage to the facility. The cause of the explosion included several safety problems at the plant like poor dust control measures, maintenance, and safety management practices.

The responsibility for workplace safety on the day of the explosion fell to several groups: the company itself (Didion Milling), management and supervisors, employees, and external shareholders and contractors.

We share accountability.

Remember that TPS is a group effort—we share in both the successes and failures. You should recall the different quadrants that define our TPS strategy from "Why Total Process Safety Matters". Our work in these different areas are what builds the interdependence we need for TPS success.

Let's take a closer look at how the different responsibilities at the Didion Milling plant breakdown across these quadrants to see what their TPS mindset was like when the accident happened. This information is from the official and public Chemical Safety Board report.



Incomplete

CONTINUE


- **Powerful Messaging:** Every concept is immediately relatable to the individual learner, their impact, and how their decisions could make all the difference in preventing a critical safety incident and potentially even saving a life. This is a key tone that is carried throughout the course.
- **Engaging Media:** The visuals reflect the ADM brand, team members, past safety incidents, and the idea of empathy. A video at the beginning of the course introduces some of the more impactful events in recent years, illustrating that safety events can be dangerous and destructive—but they’re preventable, and everyone plays a part. Another video features ADM’s president, who shares a message about the importance of committing to safety as an organization-wide effort. The videos tie in with the rest of the course, keeping the learner engaged and thinking about what’s coming next.
- **Scenario-Driven Questions and Custom Activities:** Activities incorporate realistic scenario-driven questions to tie content to context, helping learners consider at a deeper level how TPS directly affects everyone. They can see the impact of certain decisions in creating or preventing safety incidents. Custom activities include a principal activity where learners identify their role and main focus areas directly relevant to them, an insight generator, and a TPS value statement that learners create to take with them after the training has concluded.

For further context into connection, confidence, and commitment:

- **Connection:** The first module builds both a personal and a professional connection to TPS to help each learner understand how, if they fail to take TPS seriously, someone could get hurt, or their actions may directly be responsible for a catastrophic event. However, rather than demoralize the learner, the tone is meant to inspire a sense of urgency and accountability, to help them visualize their impact in keeping ADM a safe place to be.
- **Confidence:** The second module highlights that the learner isn’t alone. TPS is a collaborative effort among everyone at ADM. Everyone needs each other’s help, and if everyone can see the value, team members can become more confident that implementing TPS measures will create a better, safer tomorrow.
- **Commitment:** The third module takes learners from plan to action. They see their role in TPS at ADM, they understand the plan that’s in place to improve adherence to TPS over time, and they make the commitment to be part of the force pushing the needle forward and personally contribute to safety at ADM every time they come to work.

Build your momentum.
Adopting a strong TPS culture helps you ensure that you keep safety in mind no matter what you are doing on the job. There are three important factors to this mindset:


- 1 Know What TPS Culture Looks Like**
A strong TPS culture means everyone:
 - Thinks about past failures to better understand and control future risk.
 - Identifies risks and acts using their skills and the resources available.
 - Uses TPS as a way to constantly improve performance.
 - Is empowered to take action and address hazards proactively.
- 2**
- 3**



Incomplete

Build your momentum.
Adopting a strong TPS culture helps you ensure that you keep safety in mind no matter what you are doing on the job. There are three important factors to this mindset:


- 1**
- 2 Understand What It Means**
Being part of a strong TPS culture means you contribute to an environment where preventing incidents is a priority you share with others every day. You can do this through training, regular safety assessments, increased communication, and identifying hazards before accidents happen.
These actions are how you can do your part to keep yourself and others safe.
- 3**



Incomplete

Build your momentum.
Adopting a strong TPS culture helps you ensure that you keep safety in mind no matter what you are doing on the job. There are three important factors to this mindset:

- 1**
- 2**
- 3 Keep A Vision of Zero**
It's ambitious, but we'll do it together. We've headed toward zero safety incidents. It requires viewing safety as a value that we all put into action. We will reach our destination of operational excellence by turning TPS into a company-wide work habit.
Part of your role is to influence and encourage those around you to also adopt the vision of zero and a positive attitude toward TPS.



Complete

THE RESULTS

PROGRESS TOWARD 50% FEWER INCIDENTS BY 2028

While they've started to see results, there are more milestones to come to reach an even greater outcome.

BUILDING CHAMPIONS FOR CHANGE

Ultimately, success is measured by employees' personalized commitments to building a safety culture daily. They state their intentions in their personal TPS statement, refine these intentions, and even add their statement to their work badge. It becomes part of their identity and enlists their personal leadership, turning them into champions and agents of change that refresh and reinforce the training in their daily interactions.

WATCHING THE CULTURE SHIFT IN REAL TIME: QUANTITATIVE & QUALITATIVE RESULTS

Performance has significantly improved throughout 2024, with more employees wearing gloves, following the correct procedures, and improving their safety processes.



To gather results, ADM utilized the following measurement strategies:

- A post-training survey focused on the TPS framework's four quadrants to measure conceptual understanding and alignment with the company's safety practices, analyzing changes for statistical significance.
- Focus groups and interviews to identify and analyze changes in safety attitudes and personal accountability.
- Participation rates in subsequent safety training sessions and use of additional safety resources, comparing pre- and post-training engagement levels.

The results show that **50% of participants agreed and 23% strongly agreed** that the TPS training was effective and contributed to a better understanding of TPS, culture, and personal commitment at ADM.

Below are some of the survey responses that tie to the program's organizational and learning objectives, demonstrating its success in achieving goals even early during implementation:

- **“What I took out of this was accountability.** We all have to understand that we are in this together and we each have a role to play. Our actions or lack of actions can have serious consequences. We have to know our roles and what is expected of us to keep ourselves and our coworkers safe.”
- “I am involved in mechanical integrity, and I have been part of three TPS internal audits. What I found most effective about this training was how **the course made it personal.** Knowing that everyone that takes this training will create a personal statement of their commitment to TPS is encouraging.”
- “I used to have a role that would cause me to travel to ADM locations where this training would have been a good oversight as to what to expect. Every time I have visited a location, we would go through a safety moment and instructions on how to properly wear our PPE. Currently at an office in a cubicle, I do not have as much risk as other members of the company, but this training does give an opportunity to empathize with other members of ADM, as well as **appreciate our team members that are more involved on the ‘front lines’ of ADM.**”
- **“The creation of a personal mission statement was most impactful.** It helped me to think about how TPS affects me personally and the team members around me—even those that aren't in my direct group.”
- “I didn't know what TPS was and was interested to learn more. I felt the training materials were **very straightforward and thought-provoking** with the interaction and request of creating my own value statement.”
- **“I liked the format of the training**—it was filled with videos, interactive elements, and information to scroll through and read. This differed from a lot of other trainings that are videos and slideshows. I also liked how this training brought in examples that included both ADM as well as other companies.”
- “Total Process Safety confirmed that while colleagues and facilities are at a high risk when incidents occur, it can carry over to family members and the community. **Total Process Safety improves the overall culture in the workplace.**”
- “Awareness or like GI Joe says, **‘knowing is half the battle.’**”



A challenge for over 200 years...

You can trace the history of Total Process Safety back to 1785, when a dust explosion occurred in a bakery in Turin, Italy. Obviously, workplace accidents are nothing new.

That's why even today, you should use TPS to identify problems before they occur.

How can we overcome the challenge?

We start by changing the culture, and that begins with you.

Let's take a closer look at some of the key elements you'll need to meet that challenge.

Build your momentum.

Adopting a strong TPS culture helps you ensure that you keep safety in mind no matter what you are doing on the job. There are three important factors to this mindset:

1

Know What TPS Culture Looks Like

A strong TPS culture means everyone:

- Thinks about past failures to better understand and control future risk.
- Identifies risks and acts using their skills and the resources available.
- Uses TPS as a way to constantly improve performance.
- Is empowered to take action and address hazards proactively.



2

ADM + ALLENCOMM

A WINNING COLLABORATION

KEY FINDINGS

- **From a Traditional Safety Approach to a Transformed Safety Culture:** ADM was able to overcome organizational hesitations to change, especially in regards to digital learning, by creating an immersive solution that is short but impactful as it shapes culture, changes mindsets, and inspires action. Employees have become champions of this change and wear their personal TPS statements as a badge of honor or frame them near their desk to remind them of their continued commitment to protecting everyone at ADM, their families, and their communities.
- **Enhanced Awareness of TPS Principles:** There has been a significant improvement in employees' grasp of the TPS framework's four quadrants and their application within the company's safety culture, laying the groundwork for deeper learning of the 20 TPS elements.
- **Positive Shift in Safety Attitudes:** Post-training feedback indicates a marked change in employees' attitudes towards safety, showing increased personal accountability and commitment to following safety guidelines and protocols.
- **Initial Engagement with Further Learning Opportunities:** Tracking participation rates in subsequent in-person training sessions or additional safety education resources, indicating learners' motivations to deepen their understanding and application of TPS principles beyond the introductory course.

Individuals have begun to move from a reactive state to a proactive posture where they can prevent events and continuously improve their approach to safety to reach operational excellence.



LESSONS LEARNED

Some lessons learned include working with stakeholders and other teams to get the right buy-in and communicate the value of the project. In addition, ADM and AllenComm worked together to innovate the design process to be more effective, using AI where appropriate to improve the creative workflow and reduce the time needed to create the project strategy. This strategy was then refined to scale the TPS course to reach a wider audience without going over the available budget.

One specific challenge was overcoming the reluctance to adopt self-paced training at ADM, which was a new offering for many employees. However, because of the design approach, the results proved to be well worth the investment, freeing up time for managers, allowing learners to answer questions and upskill without trainer availability, and even receiving feedback from multiple learners as “the best training [they] ever had.”

WHAT’S NEXT FOR ADM: FUTURE OUTLOOK

Although many employees may only take the TPS course for their own role, the ADM team hopes to expand their training offerings to allow learners to take it to the next level. For example, employees working in Operations can go beyond a basic foundation by diving into operating procedure training, or safety work process training, and so on, to become more knowledgeable about the work others do on the factory floor. Managers may choose to take all training available to better develop skills and provide targeted support among their teams.

ADM also plans to make adjustments and refinements to safety processes and communication over time, which will also help organizations move toward cultural safety maturity.

As part of the expansion and refinement efforts, ADM intends to distribute the training to tens of thousands of learners worldwide. This includes translation efforts into Spanish, French Canadian, and more.

Other goals include improving the instructor-led training (ILT) that exists today to generate better turnout than they’ve had in the past, as well as continuing to drive learning technology within the organization, and expanding TPS beyond the four quadrants to around 20 defined elements of practical application.

ADM has a bright future ahead and commits to doing as much as possible within their available resources to continue making the organization a safer, healthier, and happier place to be from 2025 and beyond.

