



CASE STUDY

Nutrien builds the foundation of its culture of safety with Octave Reliance

Key facts:

Company: Nutrien

Industry: Agriculture

Country: Canada

Octave products used:
Reliance (*ETQ Reliance*)

Key benefits:

- Deployed automated SH&E platform across 1,500+ retail locations in North America, South America and Australia following merger
- Enabled serious injury and fatality prevention through predictive trend analysis and hazard identification
- Achieved rapid employee adoption of user-friendly system despite merger change fatigue, transitioning from paper-based operations

In January 2018, Nutrien – the world’s largest provider of crop inputs – was formed through a merger of Agrium and PotashCorp.

Nutrien now has the world’s largest crop nutrient production portfolio combined with a global retail distribution network that includes more than 1,500 farm retail centers. With nearly 22,000 employees and operations and investments in 14 countries, Nutrien produces and distributes 27 million tons of potash, nitrogen and phosphate products for agricultural, industrial and feed customers worldwide.

Challenge

In 2018, Nutrien was formed to become the largest vertically integrated agricultural input provider in the world. As with any merger, the technology and tools that support the formation and progress of the organization need to be aligned.

When Nutrien was formed, there was increased urgency to create an automated culture of safety, health and environment (SH&E). However, Nutrien faced a couple of key challenges. First, there are countless regulatory bodies with which a global provider like Nutrien must comply. It’s not

just OSHA and the EPA in the United States, but rather regulatory bodies from local to county to the federal level in geographies around the world.

Second, getting the diverse workforce at Nutrien to buy into a shift from paper-based operations to an automated SH&E culture, amidst massive change across the organization, was a challenge. The company needed a solution that could address both challenges – one that would maximize visibility and guarantee timeliness of data to satisfy compliance audits, while also providing ease of use for a workforce with varying levels of comfort with technology that is spread out across the globe.

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Dustin Lammers
Senior Manager of Enterprise Applications supporting SH&E at Nutrien

Quality journey



Manual to QMS

Processes to record and track all incidents



SH&E

Incident reporting and investigations, assessments and corrective actions



OSHA & EPA regulations

Solution

Nutrien chose Reliance for the SH&E technology platform to enable consistent processes (Incident Reporting and Investigations, Assessments and Corrective Actions) and timely data availability. One of the legacy companies, PotashCorp, had been using Reliance since 2009.

As part of the integration of the company, the SH&E department in partnership with IT performed a comprehensive review of SH&E platforms in the market and determined Reliance was the best solution to serve as the global SH&E platform across Nutrien.

A factor in the decision was the familiarity with Reliance, the platform’s flexibility and agility to implement the platform across Nutrien’s diverse business.

Over time, the lean core project team of IT & Safety, Health & Environmental personnel at Nutrien has worked to implement new aspects of Reliance. By the end of 2019, the solution had been rolled out across Nutrien’s global footprint. This includes all Nitrogen, Phosphate, Potash, Distribution Terminals and more than 1,500 Ag Retail locations across North America, South America and Australia.

Data collected through Reliance is the source for all SH&E reporting and has allowed the IT and SH&E teams to deliver robust reports that empower the organization — the teams get invaluable information and insight into trends and can act on that information to prevent serious injuries and fatalities (SIF).

Throughout 2019, the Nutrien IT team worked to automate documentation and



analysis of incidents including injuries, spills, releases, hazard identification and other types of unplanned events. By getting the facilities to buy into a lightweight hazard identification document through Reliance, Nutrien is able to identify trends in housekeeping issues as well as potential slip, trip and fall hazards, helping the company become a proactive safety leader rather than reacting to incidents as they occur.

The next step of Nutrien’s Reliance implementation will revolve around continued development and use of Reliance’s mobile app for in-field data collection along with implementing life-critical assessments (assessments that have potentially life-altering or fatal risks). Add that to existing processes like safety meetings, fully integrated SH&E audits and assessments, exposure-based safety and inspections, and Nutrien has an ever-growing list of activities that can be taken care of on the centralized Reliance solution.

Even as the Reliance implementation continues to roll out, Nutrien has seen real improvements to the accuracy, consistency and efficiency of SH&E activities.

Results

Despite the many challenges of deploying a new SH&E system across a global business going through a major merger, Nutrien has been able to achieve valuable results from its Reliance implementations. The resulting benefits include:

Serious injury and fatality prevention

The data fed into Reliance helps predict trends in potential serious injury or fatality events. Nutrien has always made SIF prevention a key priority. And with the Reliance implementation, there was an expectation that those capabilities would improve. As more applications have rolled out, Nutrien has been able to use Reliance data as a leading indicator of where change is necessary across the organization. When there's a near miss SIF event, the Reliance solution points to where corrective actions can be taken to close the safety gap.

This is a benefit that will compound over time. As more data is fed into Reliance, the insights generated will become more actionable, and that data will help Nutrien keep people safe across its business.

Commitment to safety culture

Nutrien knows that successfully executing SH&E activities requires more than just a new IT platform. It takes a real commitment to Nutrien's safety principles and priorities:

Principles

- Do it safely or not at all
- There is always time to do it safely
- Care for each other's safety and health



Priorities

- Safety leadership
- Hazard identification
- Frequent and structured pauses
- Serious injury and fatality prevention

Building a safety culture of commitment means getting everyone in the business to buy into these priorities — and having the right technology in place helps.

For Nutrien, one of the biggest advantages to using Reliance as the foundation of a safety culture is its ease of use. Amidst the major shifts that came with the merger, its employees were already feeling change fatigue — and having them learn a complicated new solution wouldn't have helped. Because Reliance is user-friendly, employees quickly bought into the new system, solidifying the safety culture beyond base level compliance with occupational health and safety bodies. Now, employees are talking more with their supervisors about safety, using Reliance to make sure that identifying and mitigating hazards is a team effort at every facility.

About Octave

Octave is a leader in enterprise software, turning data into decisive action and intelligence into your edge. Our software solves for and simplifies complexity, from the design and build to operations and protection of people, property and assets – for any scope, at any scale. For decades, we've partnered with customers to sharpen performance, elevate efficiency and amplify results. From factory floors to entire cities, our solutions are tuned to scale up what's possible from day one onward.

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