



# A Journey to Safety Excellence

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## Brief History

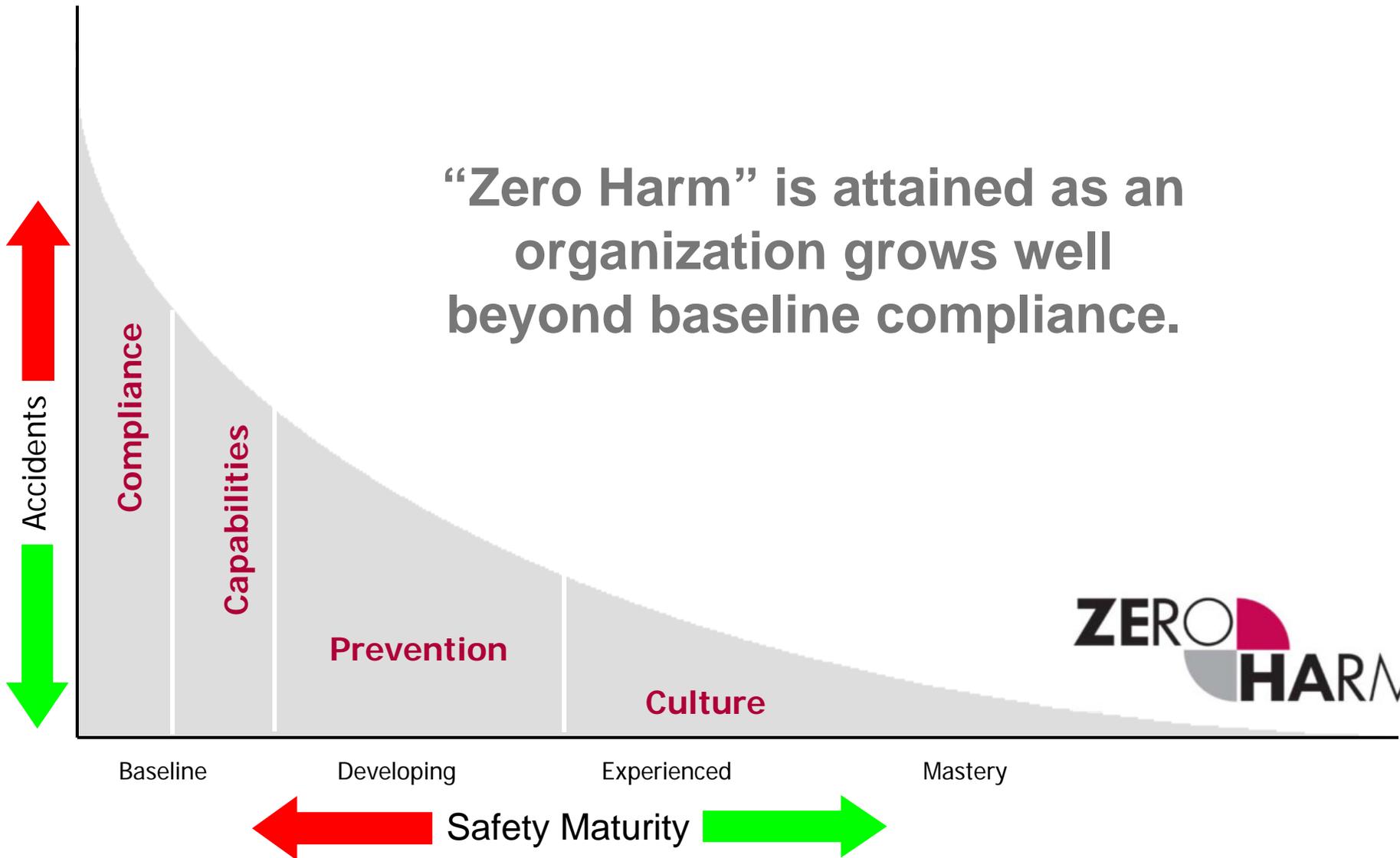
- Diageo is a global premium drinks company that was formed in 1997.
- In F06, we began to organize our global safety resources.
- Zero Harm Vision was developed
- In F07, the Diageo Zero Harm strategy was launched with a goal of achieving 50-percent reduction in accidents by F11.
- In F08, a new company leader was appointed to run North America. He quickly changed the accident reduction goal from 30-percent to 80-percent in one year.
- We organized ourselves and developed a plan.
- This presentation will describe our journey and the programs we implemented and are still implementing to maintain a low accident rate and to someday achieve zero accidents.



## First Step was to Develop the Zero Harm Vision

- **Everyone goes home safe, everyday, everywhere**
- Diageo's vision is Zero Injuries, Zero Fatalities... Zero Harm.
- No one ever walks by an unsafe condition or action.
- We are all obsessively committed to preventing every single injury
- **Think, Decide, Act**

# Creating a Zero Harm Safety Culture





# Achieving Zero Harm



## Zero Harm Strategy

**Culture**

Prevention

Compliance

Capability

Everyone goes home safe, everyday, everywhere

- **Engagement**
  - **All-Hands Safety Days**
  - **Safety Culture Assessment**
- **Leading for Safety**
- **Zero Harm Recognition & Reward (R&R)**
- **Charity Rewards**

# Safety Days



Category	Value
Participation 8.0 - 8.5	100%
Incidents	0
Lost Time	0
Days Off	0
Medical Expenses	\$0
Property Damage	\$0
Other	\$0
Total	\$0



# Safety Culture Assessment



<b>10-Point Safety Survey</b>					
<b>XXXXXX</b>					
<b>This survey is anonymous. For the following statements, please indicate how strongly you agree or disagree.</b>					
<i>Item</i>	<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
<b>1</b> Diageo is doing the right things to make my workplace as safe as possible.					
<b>2</b> Management motivates me to be safety-focused.					
<b>3</b> My supervisor frequently stops or fixes unsafe activities.					
<b>4</b> I should be responsible for my own safety.					
<b>5</b> I often tell coworkers when I see them do something unsafe.					
<b>6</b> When something unsafe is reported it gets corrected.					
<b>7</b> Safety is the number one priority at my workplace, even above other performance goals -- or "Key Performance Indicators" (KPIs).					
<b>8</b> I understand the safety rules and procedures that apply to my work area.					
<b>9</b> I follow safety rules and procedures, even if it takes me longer.					
<b>10</b> I personally believe that ALL accidents are preventable.					
What are you most concerned about when it comes to safety?					
<b>Please tell us about your position:</b> <b>My position is:</b> <input type="checkbox"/> Hourly or Labor <input type="checkbox"/> Temporary Assoc or Harvest Intern <input type="checkbox"/> Salary or Management					

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- **Accident Prevention Plan**
- **Executive Accident Reviews**
- **5-Why Investigation**
- **Safety Alerts**
- **Safety Improvement Report Cards (SIRC)**
- **Focus on Ergonomics and Manual Handling**
- **Risk Assessment**

# Safety Alerts



## SAFETY ALERT



Injury Outside of DC&E – 2010 Harvest Napa Valley

### WHAT HAPPENED?

A veteran cellar employee (not from Diageo) stuck his hand into a small unguarded screw conveyor to remove debris. Two fingers from his right hand were pulled into the machine and he received severe cuts, many stitches and a severed tendon and nerve.



### LEARNINGS:

- Machines need to be guarded to prevent people from accidentally placing their hands or other body parts into moving machinery.
- Proper machine guarding is required by law.
- All employees need to be trained on the proper use of equipment, the proper placement of guarding, and that guarding must not be removed unless the machine is lock and tagged out of service.



Photo Above: Shows need for additional machine guarding

### PREVENTION:

- Adequate machine guarding does not allow the hands or other body parts to reach the hazard/pinch point.
- Grating placed to prevent access to moving parts be small enough to prevent the hands or fingers from reaching the hazard.
- Review your workplace for similar situations, identify hazards and complete a SIRC card. Prevent exposure from such hazards until the issue is resolved.
- Notify your supervisor if you become aware of unsafe issues or machinery in your work area.



Photo Above: Shows good use of machine guarding. Does not allow hands to reach pinch point.

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# Safety Improvement Report Card **ZERO HARM**

25439

**SAFETY IMPROVEMENT REPORT CARD**  
**TARJETA DE MEJORAR SEGURIDAD**

Observer:  
Observador: \_\_\_\_\_

Observation:  
Observación: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Location:  
Localidad: \_\_\_\_\_

\_\_\_\_\_



**1 SIRC for each observation:**  
 Unsafe condition, Unsafe action,  
 Unsafe behavior, Hazard, etc.

**1 SIRC para cada observación:**  
 Condición no seguro, Acción no seguro,  
 Comportamiento no seguro, Riesgo, etc.

Date:  
Fecha: \_\_\_\_\_

Observer Action:  
Acción del Observador: \_\_\_\_\_

\_\_\_\_\_

Suggested Further Action:  
Acción Sugestionado: \_\_\_\_\_

\_\_\_\_\_

**DON'T WALK BY... SEE IT, SAFE IT, SIRC IT !!**  
**NO SIGA CAMINANDO, VÉALO, ASEGÚRALO, HACER UN SIRC!!**

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**Prioritization:**  
**Prioridad:**

**Priority (RR) = L x C**  
**Prioridad (RR) = L x C**

L = Likelihood injury/damage:  
L = Posibilidad de lesión y daños:

Unlikely Improbable 1 Conceivable / Possible Concebible / Posible 2 Almost Certain Casi Cierto 3	Minor injury / First Aid Case Lesión Menor / Caso de Primeros Auxilios 1 Medical Treatment / DART Tratamiento Médico / DART 2 DART for months / Catastrophic Event DART por meses / Evento Catastrófico 3
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Additional Comments:  
Comentarios Adicionales: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

L
C
RR

Team Lead to verify RR for consistency  
El líder del equipo verifica el RR para consistencia

C = Consequence of incident:  
C = Consecuencias del incidente:

**Observation Category:**  
**Categoría de Observación:**  
(Please choose one)  
(Favor de escoger uno)

Slip/Trip Hazard Riesgo de Resbalar/Tropezar <input type="checkbox"/> Housekeeping Limpieza <input type="checkbox"/> Safety Equipment Equipo de Seguridad <input type="checkbox"/> Behavior Comportamiento <input type="checkbox"/>	Manual Handling Levantando Manualmente <input type="checkbox"/> Vehicles Vehiculos <input type="checkbox"/> Procedure Deficiency Deficiencia de Procedimientos <input type="checkbox"/> Equipment Deficiency Deficiencia del Equipo <input type="checkbox"/>
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- **OHS Policy**
- **Regulatory Governance Register**
- **GRMS Compliance**
- **EHS Management Systems**
- **KPIs / Trend & Performance Improvements** – proactive vs. reactive KPIs

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- **Site Procedures & Training**
- **Key Safety Training Programs**
- **Operational Procedures include Safety Requirements**
- **Global Safety Role Profiles**
- **Equipment Certification Process and Cross Training**



## What worked well?

- Development of a common vision and strategy (Zero Harm)
- Maintaining the course – don't keep changing the program
- Formal program kick off and continued advertising (i.e., posters, safety topics, etc.) – in Spanish too!
- Development of safety KPIs
- Embedding Safety KPIs in Individual Performance Objectives
- Executive Accident Calls/Reporting for all accidents
- Safety Alerts (shared learnings through a one page fact sheet)
- Designated Safety Coordinators or Risk Managers for each site/area
- Focus on high frequency accidents – ergonomics, manual handling and slips, trips and falls
- Auditing for compliance to Diageo standards and Diageo leadership behavior expectations
- Talking about safety every day.....keep the focus!
- Think, Decide, Act

## Hurdles we faced during this journey...

- Changing people's mindsets – not all accidents are preventable
- Paralysis due to fear of change, cost of upgrades, gaps in skills to understand issues and changes needed
- Large temporary worker population
- Loss of Focus = rise in accident rates
- Hispanic culture – not speaking up
- Gaps in baseline verbal and written language skills
- Staffing the safety role appropriately vs. assigning safety to the unlucky person
- Employees doing whatever it takes to get the job done and not thinking about hazards.

# Items we are still working on.....



- Achieving Zero Accidents
- Behavior based safety program implementation
- Creation of full management systems for Environmental, Health & Safety that works for all sites
- Keeping the focus on Safety with competing priorities (ISO, Continuous Improvement, Environmental Sustainability, etc.)
- Temporary worker management – folding them into our culture on short notice.

## What we are most proud of.....



- Keeping our people safe
- Reducing our accident rate over 90-percent
- Going from having the highest accident rates within Diageo to the lowest rates for any supply center
- Changing old norms by thinking outside the box to change challenging safety issues that were previously considered just part of the job