

A winning combination Coca-Cola Amatil and SafetyWorks

SafetyWorks partnered with CCA from 2012 – 2017 on their Safety Culture Change journey. In February 2015, the Coca-Cola Amatil (CCA) Global Supply Chain Council awarded CCA Australian Beverages first place at the Global Health and Safety Awards for transforming safety through active engagement and participation.



SafetyWorks and CCA embarked on a partnership in 2012, taking the next steps in CCA's journey to improve health and safety across the organisation. CCA'S commitment and investment in an organisational wide customised Safety Culture Change Program together with other aligned safety campaigns is having a significant positive impact on the safety results of the organisation.

Employee injuries have reduced by 60% from 2010 to 2015

Transforming the CCA Safety Culture

Total Recordable Injury Frequency Rate (TRIFR) had reached unacceptably high levels throughout 2010 – 2012. CCA's safety culture at that time was one where:

- Injuries were seen as inevitable and therefore acceptable
- People were focussed on compliance and were not engaged to discuss safety issues
- Health and Safety was the job of the Health and Safety team
- Employees felt they had little power to speak out or to act on safety issues
- There was an unspoken understanding that productivity, revenue and output were higher priorities than safety

CCA recognised this safety culture was unacceptable and that they needed to change to one where all leaders and Employees' within the organisation would be part of a culture where they could *Live Safe and Work Safe*.

What did CCA want to achieve?

CCA wanted to create a culture where employees:

- Consistently and voluntarily demonstrate positive safety behaviours regardless of whether there is supervision, procedures and policy
- Feel empowered and engaged
- Are proactive in preventing injury to themselves and others

They wanted to engage and influence leaders and employees in the safety journey of continuous improvement. To create a culture where safe and healthy behaviours would be increasing and the outcome measures TRIFR, LTI's, injury severity would be decreasing. They recognised that a behavioural approach to safety would support them in this journey.

What was done towards changing the safety culture?

A **decision** was made to **invest** and **commit** to an organisational wide behavioural safety program. Partnering with SafetyWorks to customise and roll out a behavioural Safety Program has been integral to delivering the results that have been achieved. The behavioural safety approach started in 2012 and continues to engage and influence leaders and employees throughout the organisation.

The key to success was embracing the SafetyWorks Behavioural Safety Approach

When asked what they attribute the key to success of the Behavioural Safety Program, CCA stated:

“Using the science of behaviour to demonstrate that reinforcing positive safety behaviour has had more impact than focussing on negatives.”

Impact

CCA have described the impact of the Behavioural Safety approach to influencing the Safety Culture:

- The human impact is that we are hurting less of our people
- 60% reduction in employee injuries
- Reductions in Workers Compensation insurance premiums
- Visible increase in engagement with safety and willingness to raise and discuss safety issues
- Safety has become part of the agenda for most meetings across the organisation
- Employee Engagement scores where safety scored over 95% in 2014
- Collaboration to make safety improvements and actively share safety stories and ideas for improvement

Today

During the Period 2016 – 2017 SafetyWorks supported the progressive uplift in capability within the organisation to support ongoing roll out of the program through a targeted train the trainer approach. This enabled the organisation to be self -sustaining, thereby supporting both CCA and SafetyWorks goal for a sustainable shift in the Safety Culture at CCA.

Testimonials

Manufacturing Manager

“This is the best safety performance we have ever had and a lot of this is due to changes in behaviour. Our injury rate has halved since the program began. All this was brought about by the leadership team shifting focus from observing things to observing behaviour. The culture has shifted – we are just safer and it has impacted everything we do not just safety. The SafetyWorks team have supported us to do this through their commitment and experience in supporting organisations to change.”

General Manager, Equipment

“Several years ago our business supported by the SafetyWorks Group, embarked on a safety culture improvement process, nationally. To date approximately 550 senior leaders have attended 1 & 2 day safety leadership workshops led by SafetyWorks facilitators. In my group the workshops have been hugely successful.

The workshops are a good mix of theory and practice as well as being relevant and well-pitched by experienced and knowledgeable facilitators. A shared language arising from the workshops has gained traction in the workplace and safety is now included as the first item on meeting agendas; it is an automatic inclusion in workplace conversations including those about operational performance.

Safety has moved from being just another activity to being an integral part of all workplace activities. The safety culture improvement process has complemented and enhanced safety systems developments such as audits and corrective actions. For example, front line managers have a more positive approach when communicating the safety message and are more comfortable confronting issues with their staff.

The safety culture improvement process to date has resulted in a significant improvement in safety performance. Safety statistics have improved significantly since the beginning of the program; in my group LTI's have reduced by approximately 33 % and TRIFR has reduced by 25%, as leaders adopted more positive ways to interrelate and influence”

General Manager, Manufacturing

“The Safety Leader Workshop wasn't just about safety, it was great leadership training. The workshop was tailored to the specific needs of our business and has prompted leaders to have a more active and positive influence on safety. Leaders have made safety more personal and there has been an increase in leader confidence when having safety discussions; particularly when having challenging discussions around risks and risk awareness.”