



# Better Together

The Reality of Modern Safety  
Culture and How to Spark Long  
Term Change for Your Business

**sodexo**  
QUALITY OF LIFE SERVICES

# FOREWORD

Developing a strong safety culture in your organisation is not a choice, it's an obligation - and knowing how to achieve it is vital for progress in today's world.

We are seeing a promising shift away from 'policy, policing and punishment', and a move toward more progressive practices. But while many understand the need to prioritise safety on their agenda, I still see businesses struggling to wrap their heads around the how.

Introducing fresh ideas, new procedures and revised expectations can have a profound effect on the way an organisation operates and performs. However, these things are often easier said than done, and if you don't hit the ground running there's no guarantee of success.

**For me, it starts with people - your people.**

Coming from a marketing, sales and HR background, my expertise is in making

behavioural change happen and I believe this is where the answer lies.

When we look at other industries - sectors that specialise in transforming people's day to day habits - there is an emotional approach to engagement which is largely untapped in safety.

Making connections with your employees and embedding your culture throughout the business takes real commitment. But with effective tools and the right knowledge in place, there's no reason why you can't facilitate and achieve that oh-so important 'Zero Accident' mindset.

And that's really why we're here - to share our experience and give you the guidance that matters, so that you can begin to grow a safety culture that sticks.

**Enjoy!**

**John Sylvester**

Chairman of Sodexo UK Benefits and Rewards Services



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## INTRODUCTION

Very few companies are in any doubt about the importance of health and safety within their organisation. Yet while its significance is acknowledged and it features prominently on boardroom agendas, many companies struggle to implement a strong and sustainable 'top to bottom' safety culture. This is because trying to change ingrained behaviours and habits is challenging and time-consuming.

Yet building a rich health and safety culture is pivotal to the success of a business. We have created this eBook to guide organisations, giving leadership useful tools and techniques to make this change. With a growing emphasis on culture, behaviour and psychology in today's workplace, we look at the relationship between these three strands and what actions are needed to influence and shape them.

We examine how managers can achieve genuine engagement with employees at all levels, including front line, drawing on various well-established

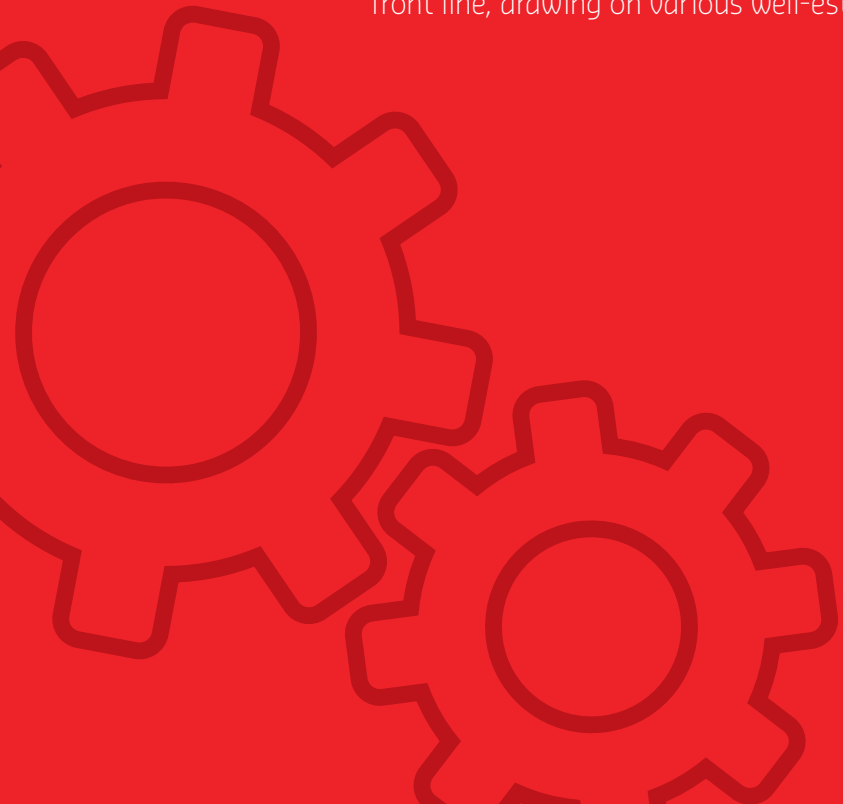
theories and approaches to demonstrate how this transformation can take place.

We look at how managers can work together with leadership to ensure that a rich health and safety culture is driven from the top, with wholehearted and ongoing support from decision makers - support which is evident in their everyday actions and strategic decisions, not just in their words.

And we explore how this can be brought together to achieve lasting, positive change that is realistic and achievable in today's complex workplace, with its numerous contractors, sites and systems, and different cultures, generations and languages.

## WE HOPE TO ENGAGE AND INSPIRE YOU WITH THIS EBOOK.

But most of all, we hope it will arm today's organisations with real, pragmatic advice and practical tips to start transforming their safety culture - one person at a time.





# CONTEXT AND THE COST OF SAFETY

EACH YEAR THERE ARE 317 MILLION NON-FATAL OCCUPATIONAL ACCIDENTS, AND 321,000 DEATHS FROM OCCUPATIONAL ACCIDENTS (SOURCE: INTERNATIONAL LABOUR ORGANISATION).

Each year there are 317 million non-fatal occupational accidents, and 321,000 deaths from occupational accidents (source: International Labour Organisation). Health and safety is a very real concern for every business. It impacts well-being, morale, productivity, reputation and profitability. It can also, quite literally, be the difference between life and death.

As John Sylvester, Chairman, Sodexo Benefits & Rewards Services UK, says, "Providing a safe work environment is not just an ethical and social imperative. It's also compelling from a commercial and reputational perspective - they are core drivers. The huge costs associated with safety at work, and the equally relevant reputational risk, means if you get this wrong your future business is impacted."



**FOR EACH US \$1 SPENT ON  
IMPROVING SAFETY, COMPANIES  
GET A RETURN OF US \$3-4**

(source: ASSE, April 2009). This results is confirmed by Sodexo's own analysis.

**317 million**  
non-fatal occupational  
accidents

**321,000 deaths**  
from occupational  
accidents





**YET IT IS NOT THAT COMPANIES FAIL TO UNDERSTAND THE IMPORTANCE OF HEALTH AND SAFETY; IT IS ON VIRTUALLY EVERY BUSINESS' AGENDA AS A STRATEGIC PRIORITY. HOWEVER, MANY ORGANISATIONS ARE UNSURE HOW TO GO ABOUT ACHIEVING THE BEHAVIOURAL CHANGE NEEDED TO TRANSFORM THEIR SAFETY CULTURE. AND CULTURE IS AT THE HEART OF THE MATTER.**

As Sylvester says, "Health and safety used to be all about policies, procedures and policing, and the focus on people wasn't on the agenda. It's much more progressive now. It's about changing behaviour and influencing engagement."

Change can be a daunting word in any business. Sustainable change can prove even more challenging. Yet by understanding what culture means, and how the engagement of both front line employees and management informs this culture, organisations can instigate change.

This understanding will enable a proactive approach to health and safety which impacts favourably on every aspect of the business - from employee wellbeing to the bottom line...



# KEY CHALLENGES

ORGANISATIONS ARE COMMITTED TO TRANSFORMING HEALTH AND SAFETY, BUT A NUMBER OF COMMON OBSTACLES STAND IN THEIR WAY. CLEARLY IDENTIFYING THESE BARRIERS IS THE FIRST STEP TOWARDS OVERCOMING THEM.

### SOME OF THE MOST FREQUENT CHALLENGES INCLUDE:

**Cultural mindset** - People get stuck in their ways. Habit is human nature. Changing the collective mindset of a group of employees can be a daunting task. After all, they work together, influence and inspire each other, and look to each other for leadership. In short, they are a force to be reckoned with.


**Leadership priorities** - Company managers are busy people. Safety is just one item on their lengthy to-do list. Ensuring that they understand, support and 'live' the safety culture, and that it reflects the wider values of the business, can be a tough - but critical - job. They must be able to drive change.

**Varied working environments and roles within them** - Consistency is a key part of achieving an effective health and safety culture. Yet working environments can vary - from offices to factories, indoor spaces to outdoor. Establishing and replicating a standard culture across these differing environments can take time.

**Bureaucracy** - Every organisation has rules and regulations, policies and procedures, and sometimes these can stand in the way of delivering progressive, positive change.

“PEOPLE ENGAGEMENT IS OUR BIGGEST PROBLEM. **OUR CHALLENGE IS TO MAINTAIN COMMITMENT, ADOPTION AND AN OVERALL BEHAVIOURAL PATTERN THAT SEEKS TO DISCOVER RISKS RATHER THAN AVOIDING THEM. WE HAVE TO FOCUS ON CONTINUOUS IMPROVEMENT BY ACTIONS FROM 100% OF THE WORKFORCE.**”

**Dino Kiriakopoulos, President, API Group.**



**We know that traditional thinking means that risk and method statements (RAMS) are devised by somebody in an office and far removed at times from a construction site in Abu Dhabi or Birmingham. Our concerns are about bureaucracy impeding our ability to deliver work properly and safety.”**

John Green, HSEQ Director, Laing O’Rourke

**Inertia** - People are resistant to change. If they have been carrying out their role in a certain way for a period of time, persuading them to consider and adopt new behaviours can be challenging. We’re creatures of habit.

**Multiple sites and numerous countries and cultures** - Implementing change across multiple sites internationally can be a complex and difficult task, not least when there are language and cultural barriers to overcome. People are at the heart of culture, and ensuring that everyone not only understands but believes is key to success.

**“We operate extensively across the country and thus, as much as we want to inspect sites, we have to rely on our own area managers and the contractor management approach. Some contractors are sole traders and also work for other companies with differing policies and approaches to safety.”**

George McRobbie, Managing Director, Tilhill Forestry Ltd.

A photograph of two construction workers in a workshop or factory setting. The worker on the left is a man with a beard, wearing a yellow hard hat, a red and black plaid shirt, and a high-visibility yellow safety vest. He is looking intently at a stack of corrugated metal sheets. The worker on the right is a woman with blonde hair, wearing an orange safety vest and a yellow hard hat. She is also looking at the sheets. The background is slightly blurred, showing more stacks of materials and industrial equipment.

# WHY CULTURE IS KING

CULTURE IS ABOUT SHARED ATTITUDES, VALUES, BELIEFS AND BEHAVIOURS. WITHIN AN ORGANISATION'S WIDER CORPORATE CULTURE IS A HEALTH AND SAFETY CULTURE. IT DESCRIBES HOW PEOPLE THINK AND FEEL ABOUT HEALTH AND SAFETY, AND HOW THIS INFORMS THEIR BEHAVIOUR.

As Alastair Davey, Global VP Health, Safety & Environment, Sodexo says, “Safety culture is governed by people’s daily habits and behaviours. Most of what we do is habitual. So how do we influence and change those daily habits? If we can do that, we can do better business and we can be safer.”

### **Beyond box ticking**

It stands to reason that a company’s health and safety culture relates directly to its health and safety performance. A positive safety culture means employees will value health and safety. They will work safely because they want to, and they will go beyond simply complying. They will value the fact that the organisation works in such a way. They will appreciate that their individual colleagues share responsibility for each other’s well-being. This culture results in fewer accidents and improved well-being.

**“HEADS UP ENGAGEMENT [OR TAKING A PROACTIVE APPROACH] WITH THE RISK IS A MUCH BETTER PREDICTIVE OUTCOME THAN BROAD COMPLIANCE. COMPLIANCE IS JUST BASE ONE, CULTURE IS KING.”**

Tim Marsh, Honorary Professor, Plymouth University and founder of Ryder Marsh Safety.





A negative safety culture is shaped by employees who don't place much importance on health and safety. Through no fault of their own, they are under-educated as to why preventative measures are important - and find themselves frequently working in unsafe environments. Accidents are more likely to occur because standards are low and behaviour is poor.

The role of managers is crucial in driving a positive safety culture. Managers are important role models, and if they reinforce negative behaviour or are seen to be disengaged in matters of health and safety, employees will mimic this approach. The organisation must be united in its approach, from top to bottom.

**“As with all areas of a business, senior members of the team should lead by example. Founders, owners, managers and supervisors are all responsible for ensuring that a positive safety culture is consistently promoted throughout all areas of the business.”**

John Southall, co-founder, Southalls

# RICH SAFETY CULTURE VS POOR SAFETY CULTURE

Brian Fielkow, author of *Driving to Perfection: Achieving Business Excellence By Creating A Vibrant Culture*, has a theory on how to identify a poor culture versus a rich one

## SIGNS THAT A POOR CULTURE IS IN PLACE:

- Senior management delegates - or ignores - the upkeep of culture, and fails to live by the company values
- Culture is seen as a project, not a way of life
- Culture conversations are reactive and occur only when trouble erupts
- Employees lack empowerment and are not appreciated
- Cultural engagement is left to outside consultants and attractive posters, with no long-term effort made to make the culture integral to the organisation
- There is a focus on lagging indicators
- Bad behaviour is ignored - or even worse, accepted
- People who do value a positive safety culture are alienated or made to feel uncomfortable

## SIGNS THAT A RICH CULTURE IS IN PLACE:

- The whole company is fully engaged in building a world-class culture
- Culture is woven into every peer-to-peer interaction
- Employees share a common vision and are fully empowered to behave in alignment with that vision
- Culture centres on consistent messages which are communicated repeatedly
- Employees feel part of a team and take responsibility for their own and others' safety. The DuPont Bradley Curve (see below) succinctly illustrates this mindset, showing how employees become 'interdependent', believing that true improvement can only be achieved as a group, and that 'zero injuries' is an attainable goal.

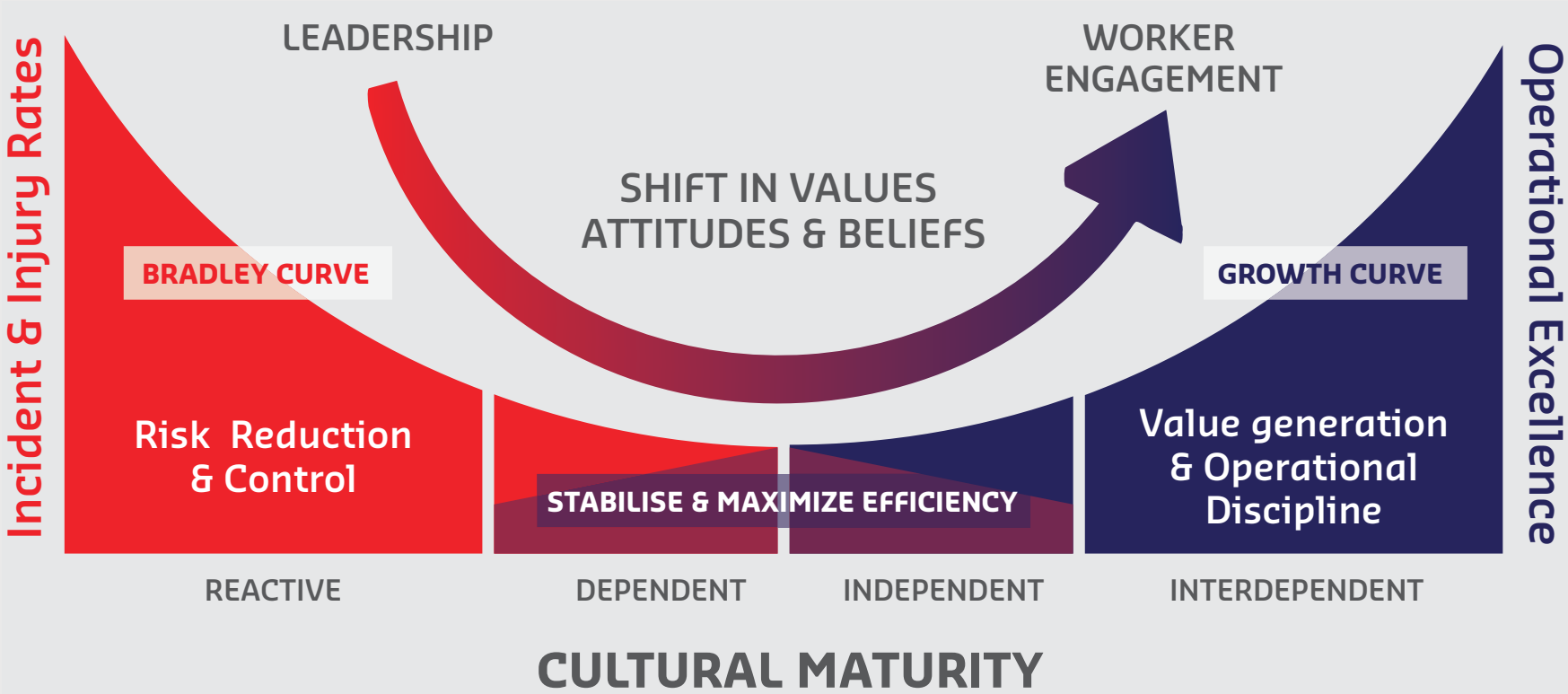




The DuPont Bradley Curve™ helps organisations to understand where they are at in their journey towards an effective safety culture. Once this starting point is known, they can take action to achieve increased safety levels.

**A dynamic model**  
 “To effectively apply the Bradley Curve, companies need to look at the industry they are in, their inherent risk profile, what characteristics define their reality, and where they need to be - and keep revisiting these questions. It’s not just about moving everyone in the same way to the same place.”  
 Mieke Jacobs, Global Practice Leader, DuPont.

**DUPONT BRADLEY CURVE VS. GROWTH CURVE**





# WHY CHANGING BEHAVIOUR HOLDS THE KEY

A RICH SAFETY CULTURE IS INEXTRICABLY LINKED WITH EMPLOYEE BEHAVIOUR. CULTURE PROVIDES THE CONTEXT WITHIN WHICH EMPLOYEES JUDGE THE APPROPRIATENESS OF THEIR BEHAVIOUR.

# TO ACHIEVE A POSITIVE HEALTH AND SAFETY CULTURE, THE WAY EMPLOYEES BEHAVE MUST ALSO BE POSITIVE.

## COMMON BEHAVIOURS THAT NEED TO CHANGE ARE:

**Cutting corners to save time** - It may be tempting for front line employees not to use personal protective equipment to complete a quick task because they perceive it as wasting time.

**Ergonomic factors** - If machine controls are inappropriately placed, employees might compromise safety to access them.

**Accepted practice** - There is often a mindset of 'we have always done it this way'. This can perpetuate poor practice.

**Reinforcement of at-risk behaviour by supervisors** - Supervisors lead by example, and if they are not committed to safety this will contribute to a poor culture.

**Misunderstanding at-risk behaviour** - Education is key to understanding and practising safe behaviour.

**Instinctive risk taking behaviour** - Some employees are naturally inclined to take risks.

(Source: IOSH guidance literature)



## CHANGE - ONE STEP AT A TIME

Andrew Sharman, author of 'From Accidents to Zero', believes that culture "changes one person at a time." If the particular way that one employee thinks and feels is seen to have a positive outcome - for example, greater productivity, increased satisfaction or more reward - it will likely influence the next person. A collective change in behaviour shapes a company's culture. In turn, this influences tangible outcomes such as productivity and accident rates.

This belief is supported by Paul O'Neill, former CEO of aluminium manufacturing company, Alcoa, who presided over a decline from 1.86 lost work days to injury per 100 workers, to just 0.2 lost work days. [see page 41]

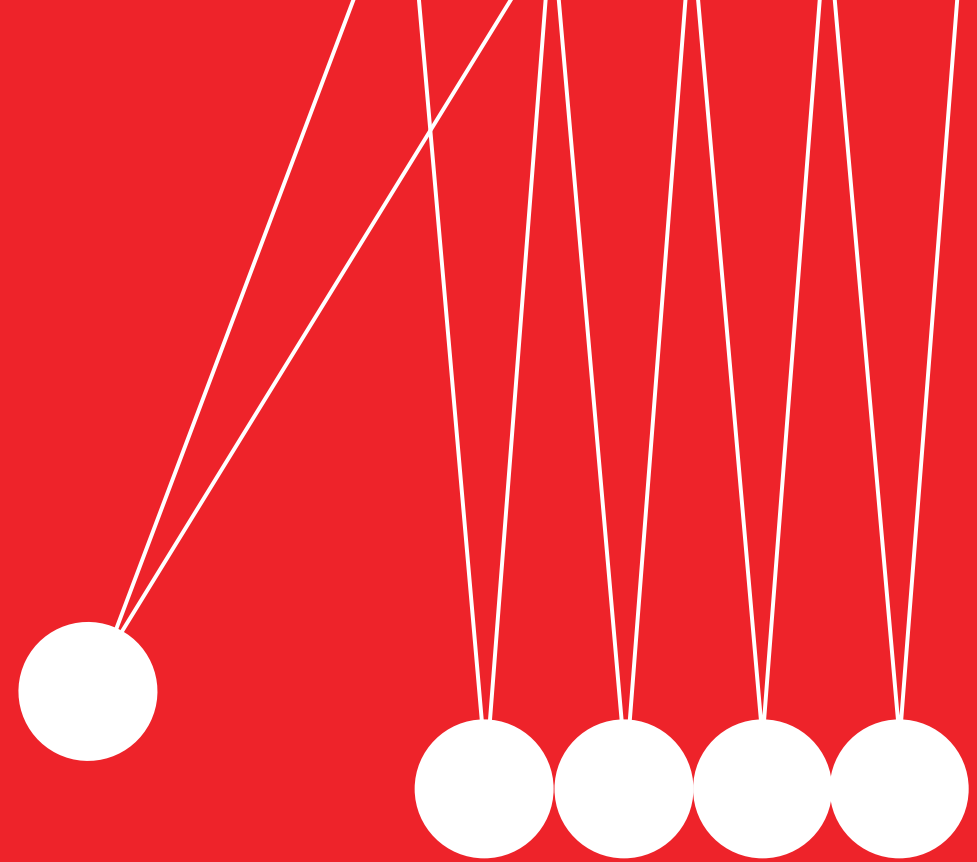
As O'Neill has commented, "You can't order people to change. So I decided I was going to start by focusing on one thing. If I could start disrupting the habits around one thing, it would spread throughout the entire company."

He focused on the highly impactful habit of safe practice - with exceptional results.

## INVOLVING EMPLOYEES

Involving employees in identifying behaviours that need to change is vital. As the Health and Safety Laboratory points out, employees are "the ones doing the job day in and day out, and, if given the opportunity, will often suggest cheap yet effective approaches to safe working. These suggestions may also prove to be more efficient and therefore will benefit the business."

Improving safety culture doesn't have to be expensive and time consuming. Tapping into the knowledge and expertise of front line workers can generate good ideas as well as better engaging employees with the issue of health and safety.



**As O'Neill has commented,**

**"YOU CAN'T ORDER PEOPLE TO CHANGE. SO I DECIDED I WAS GOING TO START BY FOCUSING ON ONE THING. IF I COULD START DISRUPTING THE HABITS AROUND ONE THING, IT WOULD SPREAD THROUGHOUT THE ENTIRE COMPANY."**

# HOW TO CHANGE BEHAVIOUR AND ENGAGE FRONT LINE EMPLOYEES



“THE FACT IS THAT 80% OF OUR GDP IS FROM SERVICE LED BUSINESSES. PEOPLE ARE AN ORGANISATION’S BIGGEST ASSET AND THERE IS COMPETITION FOR THOSE GOOD PEOPLE. WHILE THAT IS THE CASE, BUSINESSES HAVE TO BE MORE INNOVATIVE ABOUT THE WAY THEY ENGAGE AND RETAIN PEOPLE.”  
**JOHN SYLVESTER, CHAIRMAN, SODEXO BENEFITS & REWARD SERVICES UK.**

# CHANGING BEHAVIOUR

Within health and safety there is a growing interest in behavioural psychology - a theory rooted in the belief that all behaviours are acquired through conditioning. Psychologists have proven that behaviour often stems from direct association and reinforcement.

McKinsey's Influence Model addresses how to disrupt this conditioning, changing behaviour by applying certain actions...



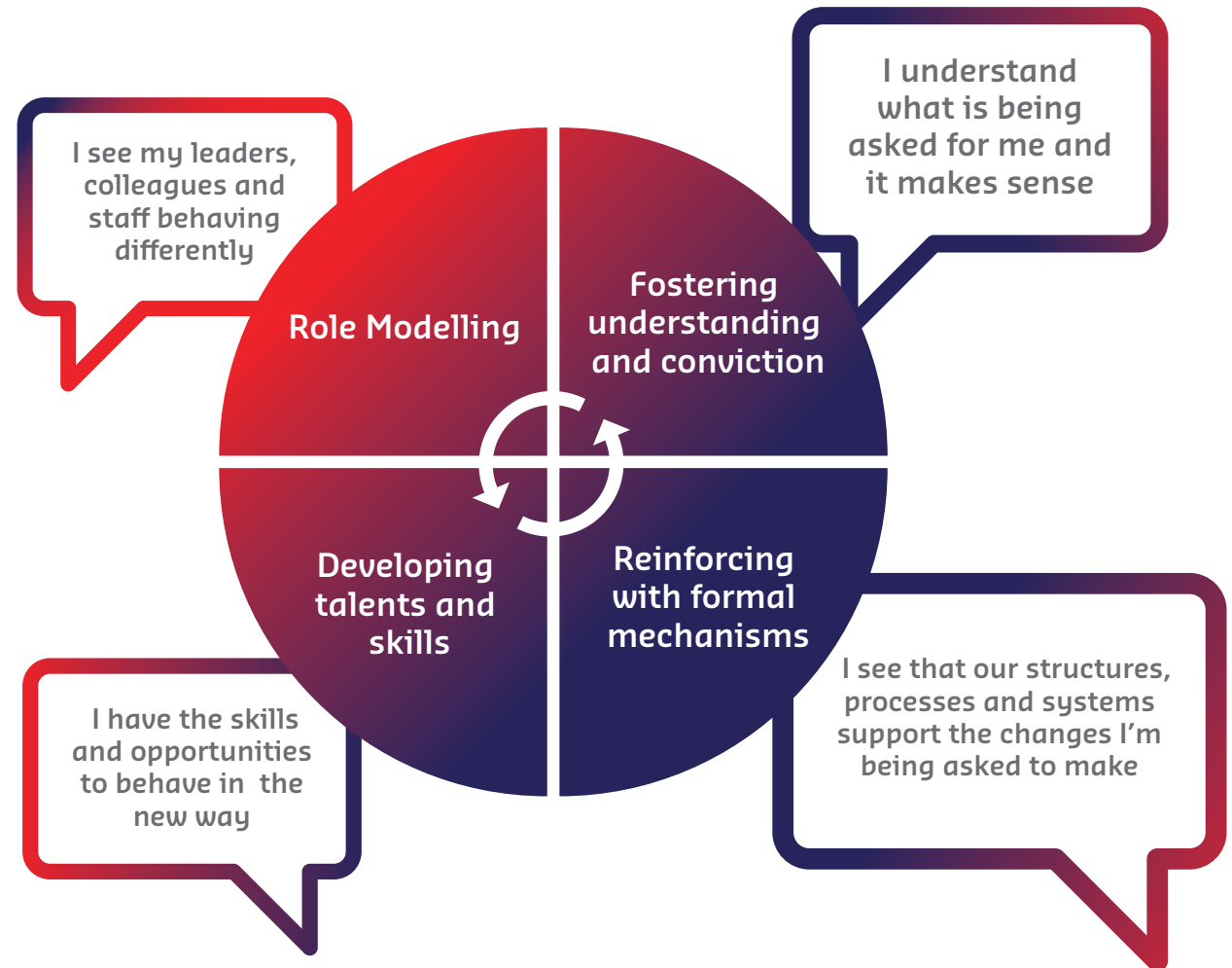
# The 4 building blocks of change

I will change my mindset and behaviours if...

THIS SHOWS THAT FOUR KEY ACTIONS INFLUENCE MINDSETS AND BEHAVIOUR:

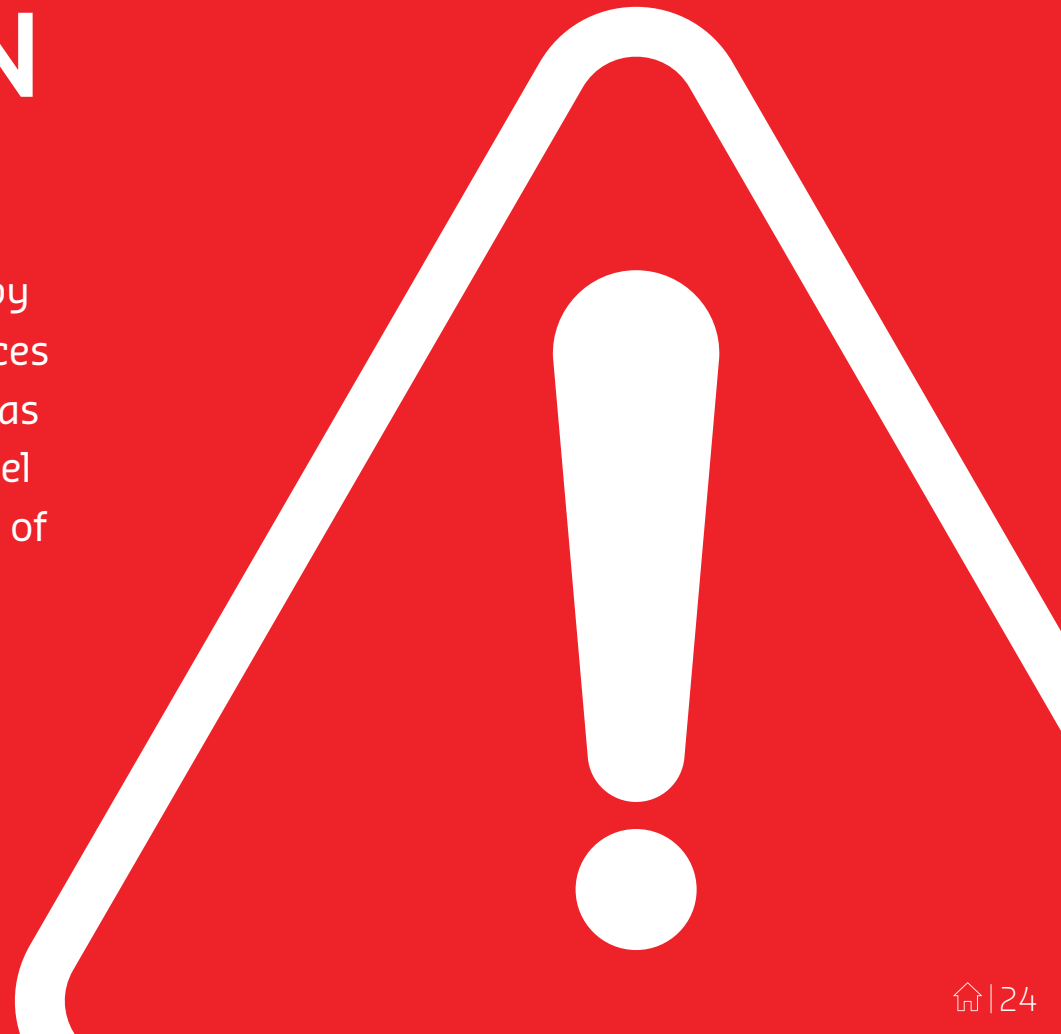
- 1. Fostering understanding and conviction** - Employees understand what is being asked of them.
- 2. Reinforcing changes through formal mechanisms** - Employees see that the structures, processes and systems support the changes they are being asked to make.
- 3. Developing talent and skills** - Employees have the skills and opportunities to behave in the new way.
- 4. Role modelling** - Employees see their leaders, colleagues and staff behaving differently.

A McKinsey Global Survey from September 2015 examined successful organisational transformations and found that successful organisations were nearly eight times more likely to apply all four actions from the Influence Model as opposed to just one.



# UNSAFE BEHAVIOUR IS A WARNING SIGN

The Bird Pyramid, supports the belief that behavioural change lies at the heart of a stronger safety culture. The model was conceived in 1969 by Frank E. Bird, Jr., the Director of Engineering Services for the Insurance Company of North America. It was based on a study of industrial accidents. The model illustrates that unsafe behaviour is the root cause of near misses and serious accidents.



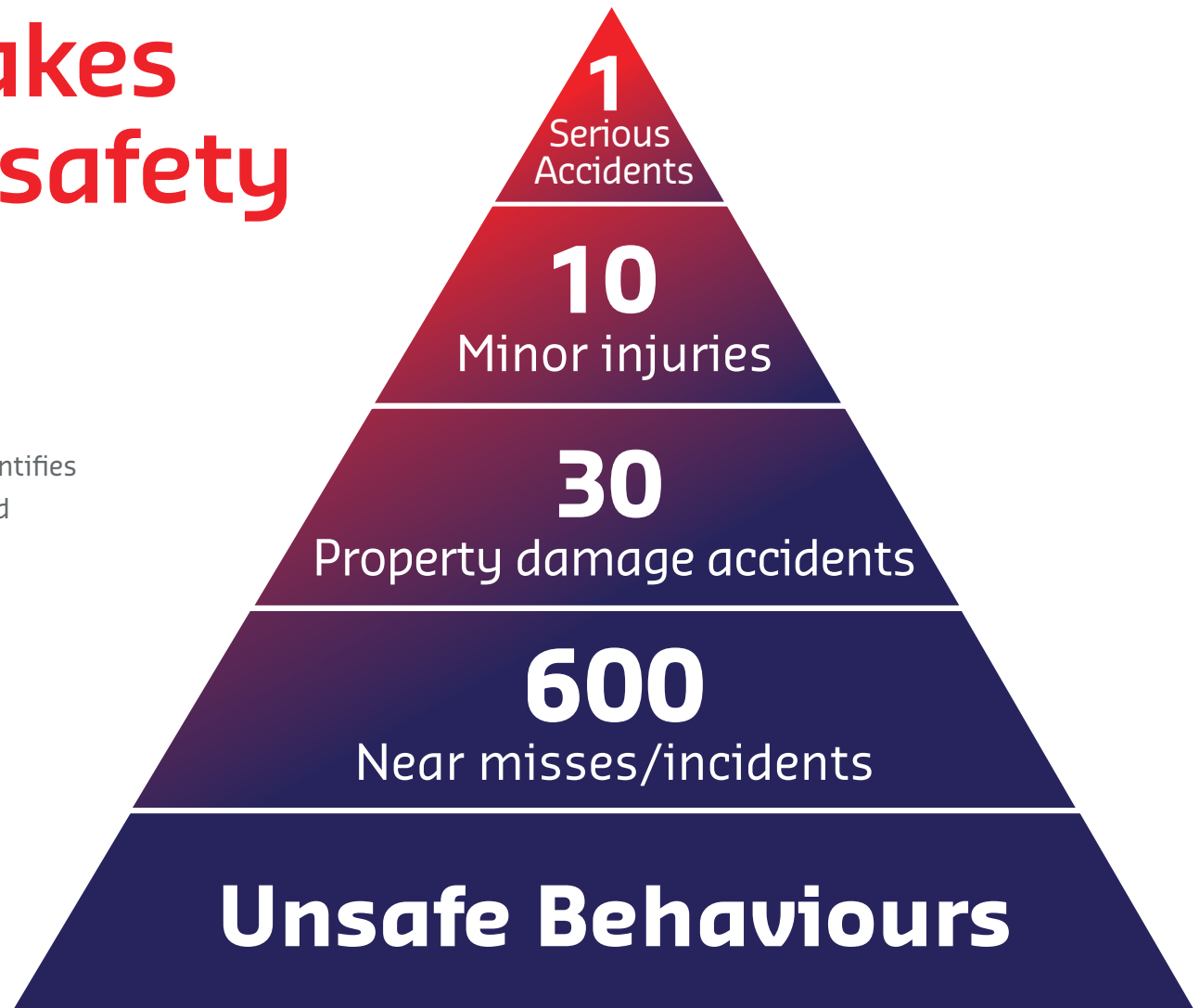


# Common mistakes in behavioural safety intervention

While interventions are clearly required to pre-empt accidents, knowing how to intervene effectively is key. Dr Claire Williams, consultant, Human Applications, identifies some of the negative consequences of inappropriate and ineffective behavioural safety interventions.

## They are:

- **Treating people like commodities** – Manipulating employees into behaving in certain ways and blaming them for getting it wrong, without considering the system or organisational failures that supported those behaviours
- **Not being targeted** – Failing to clearly define the goals of the intervention, based on a sound assessment of specific issues
- **Ignoring evidence** – Failing to draw on psychology research
- **Failing to give feedback** – Using it as a tick box exercise rather than learning at each step



The diagram shows how 'at risk' behaviour acts as an early warning system, and reinforces the value of identifying and changing unsafe behaviour. A rich safety culture is rooted in being proactive, not reactive.

# ENGAGING EMPLOYEES

// WHEN PEOPLE ARE FINANCIALLY INVESTED, THEY WANT A RETURN. WHEN PEOPLE ARE EMOTIONALLY INVESTED, THEY WANT TO CONTRIBUTE. //

Simon Sinek, author of *Start With Why: How Great Leaders Inspire Everyone to Take Action*

Employees who care about their work and their organisation are emotionally engaged. They are not motivated by salary or perks alone, but instead feel satisfaction at contributing towards the organisation's goals. This emotional commitment is a more powerful driver than any amount of money or tangible reward. Such engagement feeds raw enthusiasm, prompting employees to invest a greater amount of time and energy in the role.

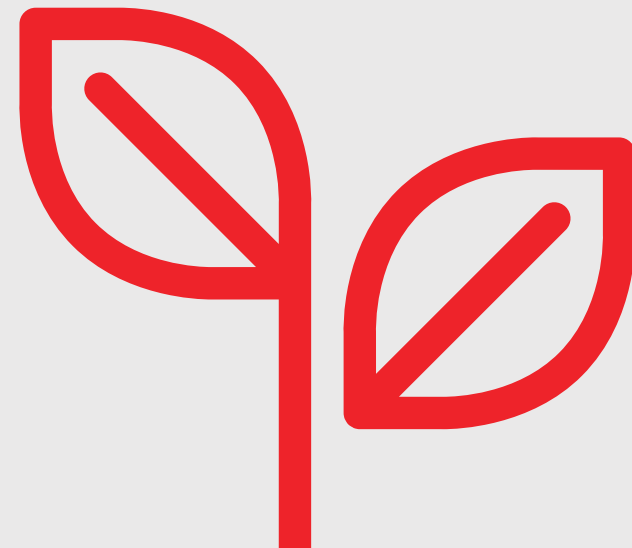
In turn, this reaps tangible benefits for the company too. Sodexo's Employee Engagement white paper cites research supporting the fact that engagement is related to "bottom line outcomes such as job performance, client satisfaction and improved financial returns.

## SO HOW DO YOU ENGAGE EMPLOYEES?

According to voluntary employee engagement movement, Engage For Success, there are four common enablers of employee engagement:

- 1. Strategic narrative** – Visible, empowering leadership providing a strong strategic narrative about the organisation, based on where it has come from and where it's going.
- 2. Engaging managers** – Managers who focus their people and give them scope, treat them as individuals and coach and challenge them.
- 3. Employee voice** – Giving employees a voice for reinforcing and challenging views, between functions and externally. Employees are seen as central to the solution, to be involved, listened to, and invited to contribute their experience, expertise and ideas.
- 4. Integrity** – The values on the wall are reflected in day to day behaviours. Promises are made and kept.

These are four strong and recurring themes, but there is no one size fits all answer for every organisation. The most effective way of engaging employees will depend on multiple factors, from the size of the company, to its culture and structure.





## UNDERSTANDING INDIVIDUALS

**IT IS IMPORTANT TO TAILOR THIS APPROACH TO INDIVIDUALS, DEPENDING ON WHAT MAKES THEM TICK.**

Organisations can borrow a number of techniques from the marketing sector to better connect with employees.

Segmenting employees into like-minded groups based on factors such as job role, time with the company, and attitude towards progression, for example, will enable organisations to identify the most effective message for each person, and the optimum medium and channel for delivery.

### PRACTICAL WAYS TO DRIVE ENGAGEMENT

There are a number of practical ways to drive better engagement with employees. For example, Sodexo has an ongoing initiative called 'Three Checks For Safety'.

**It requires the employee to ask themselves the following three key questions before commencing a task:**

- 1. Do I know how to do this job?**
- 2. Do I have the right tools and equipment?**
- 3. Is my environment safe?**

As Alastair Davey, Global VP Health, Safety & Environment, Sodexo says, "These are three simple mental checks designed to become a daily habit. We can honestly say that if these three checks are instinctively applied by employees we wouldn't have any accidents."



"SMARTER COMPANIES NEED TO BE SEGMENTING THEIR PEOPLE IN THE SAME WAY THEY SEGMENT THEIR CUSTOMERS. ONLY THEN CAN FIRMS HELP TO OPTIMISE ENGAGEMENT AMONGST ALL THEIR PEOPLE."

Dr Andy Brown, CEO, Engage.

# MAKING PRACTICAL CHANGES

## ENABLING EMPLOYEES - WITH THE RIGHT TOOLS AND EQUIPMENT AND A SAFE WORKING ENVIRONMENT

Enabling employees - with the right tools and equipment and a safe working environment - is a key part of changing behaviour. As Mieke Jacobs, Global Practice Leader, DuPont acknowledges, people change behaviour when they understand why they are being asked to change, have the skills to do it, and see leaders acting as role models. But practical support is key too:

“Something also needs to change in the actual environment, otherwise motivation will dip. Companies need to understand the challenges front line employees face in reality, and remove unnecessary obstacles to them doing their jobs.”

For example, a maintenance engineer might be continually frustrated by delayed delivery of parts or equipment, which prevent them from doing their job. This can encourage them to take short cuts. Employees need to see change. “The environment they work in needs to support what they are trying to achieve,” says Jacobs.

As author Charles Duhigg says in *The Power of Habit*: habits can be changed; to change habits we need rewards; and if key habits change, other habits will automatically change too.

### Other practical examples of employee engagement initiatives can include:

- **Safety walks** – Senior leadership visit client sites to talk to front line employees about safety. This is informative and inspiring for both audiences, and exemplifies a positive culture.
- **E-learning** – Short online modules which cover different aspects of health and safety.
- **Quizzes** – These tap into the competitive nature of employees and make it easier to engage with learning about health and safety.
- **Training** – Including individualised training programmes tailored to specific roles.
- **Toolbox talks** – Encourage employees to explain safety procedures to their team.
- **Training tools** – There is a wealth of tools and technologies available - for example, Virtual Reality (VR) – which can be deployed in the effective training of both frontline employees and management.

## PEER INFLUENCE

Peer recognition is another powerful tool. A 2015 Oracle study polled 1,500 workers across Europe, revealing that 42% felt their peers were the biggest influence on their engagement levels. Just 21% cited line managers.

As John Sylvester, Chairman, Sodexo Benefits & Rewards Services UK, comments, "Peer recognition contributes more to organisational culture and employee engagement than top down recognition."

Implementing systems that support peer recognition is one way of harnessing this power, making it easy for colleagues to send personalised e-cards or emails, for example. And as business author, Simon Sinek says, "Have a peer recognition program that allows team members to nominate each other for living the values."



// AS PART OF ITS BUSINESS STRATEGY, SIEMENS HAS CREATED A '**ZERO HARM**' VALUE LINKED TO SAFETY. ITS RECOGNITION PROGRAM ALLOWS EMPLOYEES TO RECOGNISE EACH OTHER FOR SAFE WORKING PRACTICES, USING E-CARDS, INSTANT REWARDS OR PODIUM REWARDS. SINCE THE PROGRAM LAUNCHED, RECOGNITION HAS INCREASED BY **168%**. //

(source: Practice Management).



## MOTIVATING EMPLOYEES

Once employees are engaged, they can be motivated in a meaningful way. As Dan Pink, author of 'Drive: The Surprising Truth About What Motivates Us' says, "The secret to high performance isn't rewards and punishments, but that unseen intrinsic drive—the drive to do things for [our] own sake. The drive to do things because they matter."

Pink refers to human beings' having a biological drive, a reward and punishment drive, and a "third drive that often gets neglected in business, where we do things because they're interesting, because they're fun, because we like them, because they contribute."

But as Pink points out, extrinsic motivation only works for basic tasks with "a simple set of rules and a clear destination."

Take a look at the final stage of the Bradley Curve [see page 17] - the maturity, or 'interdependent' stage. Employees have transitioned from failing to take responsibility for safety to not only taking responsibility for themselves, but for others too. They feel ownership, they work as a team - and they care that others are safe. Intrinsic motivation is the key driver for changing behaviour within health and safety.

### Intrinsic v extrinsic motivation

There are two types of motivation:

**Intrinsic motivation:** Comes from the enjoyment you get from the task itself, or from the satisfaction of working on the task.

**Extrinsic motivation:** Relates to external rewards, such as a prizes, money, promotion or peer recognition."



## INTRINSIC MOTIVATION RECONNECTS PEOPLE

// COMPLIANCE DRIVEN CULTURES CAN SEE PEOPLE FOLLOWING THE RULES UNTIL THE SUPERVISOR TURNS THEIR BACK - THEN REVERTING TO WHAT THEY DEEM TO BE '**NORMAL**' BEHAVIOUR. IT CAN ALSO BE SEEN AS JUST A 'TICK BOX' EXERCISE, AND PEOPLE DISCONNECT FROM THE RISK. INTRINSIC MOTIVATION RECONNECTS PEOPLE WITH WHAT THEY ARE DOING, AND IF SOMETHING UNEXPECTED HAPPENS THEY HAVE MUCH GREATER RISK AWARENESS AND CAN RESPOND ACCORDINGLY. //

**Mieke Jacobs, Global Practice Leader, DuPont.**



# WHAT CAN WE LEARN FROM CHANGING PUBLIC BEHAVIOURS?

CHANGING BEHAVIOURS MIGHT APPEAR TO BE A  
DAUNTING TASK BUT IT IS EMINENTLY ACHIEVABLE WITH  
THE RIGHT APPROACH.

## There are a number of examples of how public behaviours have been successfully changed to achieve a specific goal:

Increasing recycling: In 1993, recycling was a marginal activity in the UK, with less than half of households regularly recycling paper, and only a quarter regularly recycling cans (source: Defra 1996).

By 2009 it had become a normalised activity, with **90% of households** putting out paper for recycling, and 80% recycling cans (source: Thornton, 2009). In 2015, the combined recycling and composting rate for waste from UK households stood at **44.3%** (source: Defra, 2016).

As The Open University stated in its 2013 white paper, **'The visibility of recycling, and the 'social pressure'** exerted by the knowledge that others recycle, has had a positive effect on recycling behaviour and enabled new norms to become established.



### **McKinsey's Influence Model in action:**

This supports McKinsey's Influence Model, which outlines the four building blocks of change [see pages 22-23]. One of these steps refers to 'Role Modelling', stating that 'I see my leaders, colleagues and staff behaving differently'. It is living proof that people are positively influenced by others in their community.

Facilitating change is key. Bottle banks were introduced in the 1970s, requiring people to take their bottles to their nearest bank. In 2003 the Household Waste Recycling Act was passed, requiring local authorities in England to provide every household with a separate collection of at least two types of recyclable materials by 2010. Today councils provide people with numerous recycling containers to more easily separate materials for collection.

### **McKinsey's Influence Model in action:**

One of the four steps states the importance of reinforcing changing behaviour with formal mechanisms, specifically the ability to see that 'structures, processes and systems support the changes I'm being asked to make.' The provision of recycling bins, boxes and bags makes it easy for people to make that change.

## **PSYCHOLOGY OF PERSUASION**

Dr Robert Cialdini, author of 'Six principles - Psychology of persuasion' believes that persuasion has six key principles: reciprocity, scarcity, authority, consensus, commitment and liking.

He uses the example of the reuse and recycling of hotel towels to illustrate these principles to students, citing the hotel stickers which appeal to guests to 'please reuse the towels or put them in the bath'.

The two-year study showed that when guests are told that others recycle their towels to help the environment, there is a 40% increase in the number of those who recycle.

**Minimising food waste:** WRAP (Waste Resources Action Program) has implemented a number of successful campaigns such as **Love Food, Hate Waste**, which saw two million more households take steps to throw less food away in the two years following the campaign.

The initiative was developed using the Government's '4 E's' behavioural change model:

1. Enabling people to make a change
2. Encouraging action
3. Engaging in the community
4. Exemplifying what's being done by others


The initiative included adverts, a web site, social media activity and PR. It also featured a number of community engagement activities to educate people and bring them together, including 28 Let's Get Cooking Clubs. These clubs were set up across West London to provide practical cookery skills and information to enable people to make the most of the food that they buy. The clubs engaged 800 people.

Part of the WRAP campaign was carried out in West London in 2012/13, and achieved a 15% reduction in food waste.

(Source [www.wrap.org.uk/sites/files/wrap/West%20London%20LFHW%20Impact%20case%20study\\_0.pdf](http://www.wrap.org.uk/sites/files/wrap/West%20London%20LFHW%20Impact%20case%20study_0.pdf))

**McKinsey's Influence Model in action:** One of the four steps is 'developing talents and skills', specifically relating to equipping people with the 'skills and opportunities to behave in the new way.' WRAP's Get Cooking Clubs did just this, empowering people to change their behaviour.





**Tackling obesity:** Change4Life is an NHS campaign which launched in 2009 in response to rising obesity levels. It encourages people to ‘eat well, move more, live longer’, and focuses particularly on children’s health. Its ultimate aim is to prompt families to adopt new, healthier behaviours, from switching from full-fat to skimmed milk, to walking instead of travelling by car or bus.

**McKinsey’s Influence Model in action:** One of the four steps is ‘Fostering understanding and conviction’, stating that ‘I understand what is being asked of me and it makes sense.’ Change4Life put the emphasis on families and the health of children, reinforcing the logic of the changes needed.

Change4Life exceeded its targets in year one. In the first 12 months, **413,466 families joined** the initiative by registering their details. In England, **288,487 families (85%) returned questionnaires**, enabling them to receive personalised advice on adopting a healthier lifestyle.

The campaign included advertising, TV sponsorship of The Simpsons, PR, a website, email marketing and direct and relationship marketing. The campaign also used segmentation of the public, tailoring messages to how people live.

A woman wearing a blue hard hat and safety glasses is pointing upwards with her right hand. She is smiling and looking towards the top right. In the background, another person wearing a blue hard hat is visible, looking in the same direction. The setting appears to be an industrial or construction site with various pipes and equipment.

# THE IMPORTANCE OF LEADER ENGAGEMENT

“RESEARCH EMPHASISES THAT MANAGERIAL COMMITMENT IS KEY TO THE PROMOTION, MAINTENANCE AND REINFORCEMENT OF A POSITIVE SAFETY CLIMATE.”  
(‘A HOW TO GUIDE FOR LONG TERM BEHAVIOUR CHANGE’, SODEXO)

Managerial commitment is essential to any health and safety programme. While leadership has to engage with front line employees, they also have to ensure that they are doing more than just ticking the box.

Leaders who both understand the importance of health and safety and, crucially, actively support this understanding in their everyday work, are key to creating a positive health and safety culture. It must come from the top down.

As Alastair Davey, Global VP Health, Safety & Environment, Sodexo, comments, "Engagement and buy in from the top level is critical - if you don't have that you will struggle, because any changes health and safety managers are trying to effect with the front line teams will be diluted."





## HOW ONE LEADER INSTIGATED A CHANGE IN CULTURE

IN 1987, PAUL O'NEILL GAVE HIS FIRST SPEECH AS CEO OF ALUMINIUM MANUFACTURING COMPANY ALCOA. INSTEAD OF TALKING ABOUT BOTTOM LINE HE TALKED **ABOUT WORKER SAFETY**, ANNOUNCING HIS INTENTION TO MAKE ALCOA THE SAFEST COMPANY IN AMERICA. **"I INTEND TO GO FOR ZERO INJURIES."**

During O'Neill's tenure as CEO, Alcoa dropped from 1.86 lost work days to injury per 100 workers to 0.2. By 2012, the rate had fallen to 0.125. The emphasis on safety reaped benefits beyond worker health. In 1988, the company's profits hit a record high.

As Charles Duhigg, author of *The Power of Habit* explains, the focus on worker safety prompted an examination of an inefficient manufacturing process, and by changing the safety habits, O'Neill improved several processes. When he retired 13 years later, Alcoa's annual net income was five times higher than when he started.

**The new approach to safety led to a change in culture. And a change in culture starts with a commitment from management.**

A photograph of two workers in a factory setting. The worker on the left is wearing a red hard hat and an orange high-visibility vest over a grey shirt, pointing towards the right. The worker on the right is wearing a white hard hat and a white high-visibility vest over a black shirt. They are standing in a large industrial space with blurred machinery and windows in the background.

## HOW CAN MANAGERS GET LEADERSHIP SUPPORT?

ENSURING BUY IN FROM TOP MANAGEMENT CAN BE ACHIEVED IN SEVERAL WAYS, INCLUDING:

**Focus on values, not just ROI:** “The financial impact of safety is important, but you have to lead on values and why you are doing something when talking to management, because that is at the heart of safety culture,” says Alastair Davey, Global VP Health, Safety & Environment, Sodexo.

Making sure that leadership understands why changes are being made and how it will ensure a positive work experience for front line teams makes it easier to engage them in what you are trying to do.

**Align health and safety culture with the wider organisational culture and values:** Ensure that the strengths of the wider business align with initiatives to improve safety, and use this as a platform to communicate with leadership. A company’s safety culture should support the wider culture, heritage and values of the business, and be visible in every decision.

“[In an organisation with a positive safety culture] managers think about the health and safety implications of their decisions and workers share the same view and work safely.” (Health and Safety Executive)

**Communicate what makes employees tick:** As John Sylvester, Chairman, Sodexo Benefits & Rewards Services UK says, “Managers sometimes have a tendency to overlook the emotional drivers of front line employees in favour of more practical aspects. But front line employees are motivated by more than the need to be paid - things like social status and being respected by their peers are hugely important.”

Reinforcing the emotional drivers of front line employees will help management to understand the importance of embedding a rich health and safety culture. This supports the DuPont Bradley Curve’s [see pages 16-17] maturity stage, encouraging interdependence among employees through shared understanding and empathy.

# MANAGEMENT PRINCIPLES FOR ENHANCING HEALTH AND SAFETY

According to the European Agency for Safety and Health at Work, there are three underlying management principles for enhancing health and safety.

(source: [https://osha.europa.eu/en/tools-and-publications/publications/reports/management-leadership-in-OSH\\_guide](https://osha.europa.eu/en/tools-and-publications/publications/reports/management-leadership-in-OSH_guide))

## These are:

**1. Effective and strong leadership** - Managers should have a commitment to health and safety as a core value of the organisation; an accurate picture of the risk profile of the organisation; and should demonstrate leadership integrity - for example, by following all occupational safety and health rules at all times.

**In practice:** Ensure leadership receive regular and effective communications regarding health and safety figures and initiatives, and their impact on the wider organisation.

As John Southall, co-founder of safety consultancy, Southalls says, "All too frequently business owners are criticised for not being actively involved within their workplace, creating a concerning distance between themselves and their employees. By encouraging continuous two-way conversations between themselves and their employees, business owners can create a positive safety culture change that each employee is part of."



## 2. Involving workers and their constructive engagement -

As well as consulting employees about health and safety, leadership should listen to what workers have to say, and act upon their input. This two-way process creates a culture where relationships between employers and workers are based on collaboration, trust and joint problem-solving.

**In practice:** Facilitate ongoing dialogue between leadership, health and safety managers and front line staff, through initiatives such as regular safety walks, for example.

## 3. Ongoing assessment and review -

Monitoring and reporting are vital tools for enhancing workplace health and safety.

Management systems which provide board members with specific reports on the performance of health and safety policies can be useful in raising issues, highlighting problems and enhancing workplace safety and health.

**In practice:** Ensure that leadership receives regular, easily digestible information regarding health and safety in the organisation, highlighting successes and drawing attention to areas that need addressing.

“ A GAS UTILITIES COMPANY INCORPORATED ITS HEALTH AND SAFETY STRATEGY INTO ITS OVERALL BUSINESS MANAGEMENT PLAN AND ENSURED THAT DIRECTORS SUPPORTED THE SCHEME THROUGH GOOD COMMUNICATION, ATTENDING MANAGEMENT MEETINGS AND MEETING STAFF MEMBERS. ”

Results included a reduction in accidents, incidents and injuries of over 80%. Lost-time injuries reduced from 35.5 per 1,000 staff to 6.6 over five years. (Source: [www.iosh.co.uk/positiveculture](http://www.iosh.co.uk/positiveculture))

A woman wearing a white hard hat and a blue vest over a plaid shirt is looking intently at a clipboard in an industrial setting. The background is filled with complex machinery, including pipes and valves, with a focus on blue and yellow components. The lighting is warm and focused on the worker.

# LOOKING BEYOND LAGGING LED METRICS

TO ASSESS AN ORGANISATION'S SAFETY PERFORMANCE,  
IT IS IMPORTANT TO FOCUS ON OUTCOMES AND  
PREVENTATIVE EFFORTS.

As Todd Hohn, Senior Director Safety and Health at Pacific Gas and Electric Company, says, "Opportunities for improvement are limited if data comes only from traditional lagging indicators, such as total recordable incident rates or workers' compensation claims. Such indicators are valuable, but they drive improvements too late - after the damage is done. By themselves, they also can be misleading because they describe a past state rather than what's happening in the workplace now."

The Bird Pyramid [see page 25] illustrates how 'at risk' behaviour acts as an early warning system. It reinforces the value of identifying and changing unsafe behaviour, and feeds into the theory that a rich safety culture relies on being proactive, not reactive.

It means a broader measure of behavioural and cultural change is needed, going beyond 'lagging' indicators and instead focusing on 'leading' indicators.

## LEADING METRICS

Leading metrics can include a number of measurements such as:

- the number of people who have completed training courses
- how accident investigations and corrective actions are managed
- the number of safety observations
- culture survey
- safety audits

**"If we have serious incidents, we share that information in a very positive and constructive way. We congratulate teams on the quality of the investigation and the lessons shared - it is important to learn from every incident. It can be easy to fall into a blame culture, but positively encouraging the sharing of lessons around serious incidents is a really important part of building the culture."**

**Alastair Davey, Global VP Health, Safety & Environment, Sodexo.**



**"Organisations need to recognise that there is no single reliable measure of health and safety performance. What is required is a 'basket' of measures or a 'balanced scorecard', providing information on a range of health and safety activities."**

Health and Safety Executive

Gathering input from weekly observations - such as the number of unsafe behaviours observed - and combining this with other processes can tap into a range of leading indicators. For example, conducting workforce surveys and reporting near misses gives companies access to a steady stream of updated information that can help management to identify potential problem areas and address them before incidents occur.

But getting the reporting of incident investigations right is key. It is not about driving the reduction of incidents; it is about getting everything on the table. Numbers might rise to begin with, but by looking at different categories and classifying incidents, organisations can gauge severity and spot trends, turning lagging metrics into leading thinking by identifying lessons to be applied.

## SETTING KPIS

Setting the wrong KPIs can encourage poor behaviour and shape a negative culture. As Mieke Jacobs, Global Practice Leader, DuPont Sustainable Solutions says, KPIs need to be meaningful to front line workers as well as to leadership. Many lagging indicators, such as LTIR, fail to have an impact on the shop floor.

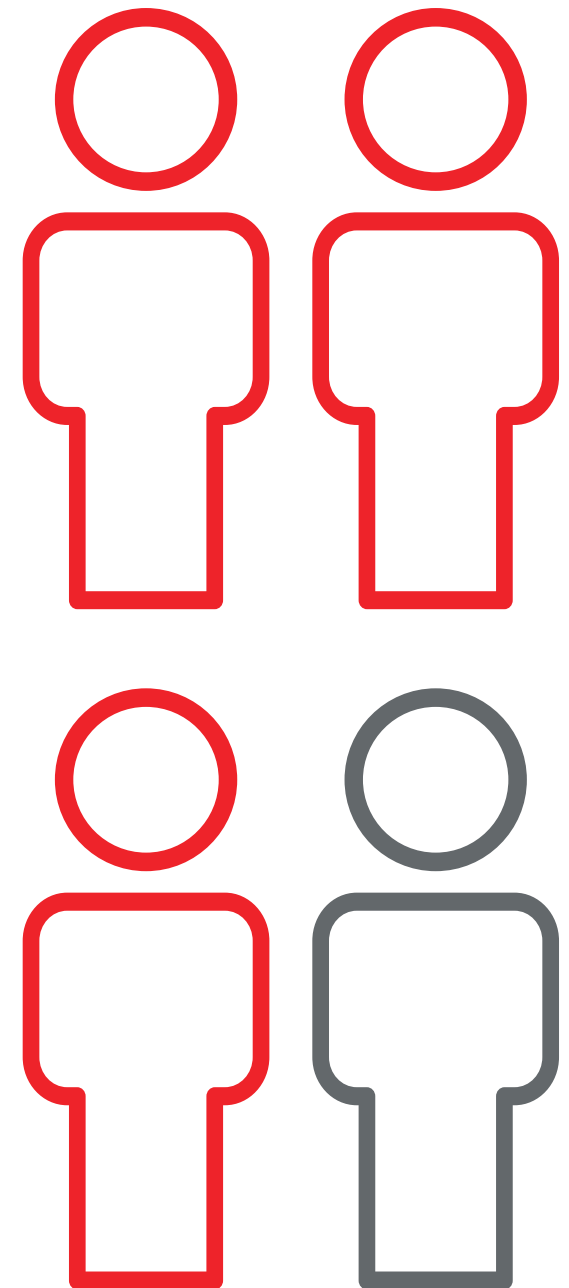
Jacobs says that DuPont drives a number of traditional KPIs in addition to lagging performance indicators.

These include:

- Audit execution and results
- Execution of inspections (specifically on process safety critical processes)
- Execution of safety action plans (including upgrading procedures, systems, investments, etc.)
- Safety Observations execution (and, if possible, quality of observations and closure of actions)
- Participation in safety training and safety meetings
- Execution of safety training plans (legally required and other)
- Permit deviations
- Safety Perception Survey results and follow-up on action items (this is used to uncover safety culture performance issues that might otherwise go unnoticed and which could adversely affect safety performance)

(source: [www.shponline.co.uk/50905-2/](http://www.shponline.co.uk/50905-2/))

KPIs need to be closely attuned with wider company culture, and therefore with the organisation's health and safety culture. They must be designed to drive positive behaviour at every level. This allows employees to see how their everyday work contributes to the company's broader goals. Ensuring that KPIs remain continually relevant is key.



“ THE AIM IS TO KEEP KPIS FRESH AND EFFECTIVE. INSTEAD OF JUST CONTINUING TO USE THE SAME KPIS AS BEFORE, IT IS IMPORTANT TO MONITOR PERFORMANCE AGAINST THEM. IF ALL ACTION ITEMS ARE CLOSED, IF YOUR DASHBOARD SHOWS GREEN ALL THE TIME, THAT IS THE TIME TO BE SUSPICIOUS, NOT THE TIME TO RELAX AND BE COMPLACENT. IT IS PRECISELY THE MOMENT TO ASK YOURSELF WHAT IS GOING ON AND WHETHER YOU SHOULDN'T BE RE-EVALUATING YOUR KPIS AND DIGGING DEEPER ”

**Mieke Jacobs, Global Practice Leader Operational Risk Management  
& Employee Safety, DuPont Sustainable Solutions**



# USING PREDICTIVE ANALYTICS

Big data - specifically leading metrics - is playing a growing role in predicting workplace injuries. Research carried out by Predictive Solutions Corporation and Carnegie Mellon University used safety inspection and observation information as raw data to predict future accidents. The results showed that these big data sets could predict incidents with accuracy rates of 80-90%.

Using the data, the researchers also identified what factors affect incident levels the most, culminating in four Safety Truths. These are not only able to predict incidents but can be used to prevent injuries once predictions have been made.





## THE FOUR SAFETY TRUTHS ARE:

**More inspections predict a safer worksite** – As inspections increase, reported incidents go down.

**Action:** Carry out more inspections.

**More inspectors, specifically more inspectors outside the safety function, predict a safer worksite** – the probability of having an incident decreases as the number and diversity of the people performing inspections increases.

**Action:** Get a greater number of more diverse people involved in your inspection programme.

**Too many '100% safe' inspections predicts an unsafe worksite** – Your organisation may be 'flying blind', with inspectors not seeing or reporting the leading indicator signs of those incidents.

**Action:** Train for and recognise/reward the reporting of unsafe observations from safety inspectors.

**Too many unsafe observations predicts an unsafe worksite** – A high level of unsafe conditions and behaviours are being identified but are not being resolved.

Once again it is about being proactive and not reactive. It is about predicting and preventing accidents, not investigating them.

**Action:** Commit time and resources to resolving unsafe conditions and behaviours.

(source: <http://www.ishn.com/articles/92598-predictive-solutions-releases-new-white-paper-on-four-safety-truths-in-workplace-safety>)

Once again it is about being proactive and not reactive. It is about predicting and preventing accidents, not investigating them.



# LEADERSHIP – TEN WAYS TO LEAD YOUR TEAM TO CHANGE

YOU KNOW THE CHALLENGES BEING FACED BY HEALTH AND SAFETY MANAGERS WHEN IT COMES TO CHANGING BEHAVIOURS AND, ULTIMATELY, CULTURE.

You know what actions can be taken to start changing employee behaviours. But how do you lead your team to change in the most effective way?

## Here are ten tips to hone your leadership skills and enable you to action new strategies...

# 1

### GIVE EMPLOYEES RESPONSIBILITY

Author Simon Sinek urges leaders to respond to employee questions with another question, such as **“What do you think we should do?”** He advises not to just dictate the course of action. **“Train employees and give them the skills they need to be decision makers, and then give them the ability - and responsibility - to fail. Start by doing this in circumstances when a failure's consequences won't be so detrimental.”**

(source: <https://www.inc.com/allison-fass/leadership-simon-sinek-on-truly-leading-employees.html> )

# 3

### COMMUNICATE THE NEED FOR CHANGE

Business improvement and change management specialist, Torben Rick says it is essential to find lots of ways to demonstrate why a change is necessary. **“Change management requires a compelling change story – communicate it to employees and follow it up with ongoing communications and involvement.”**

(source: [www.torbenrick.eu/blog/change-management/14-key-elements-in-reducing-resistance-to-change](http://www.torbenrick.eu/blog/change-management/14-key-elements-in-reducing-resistance-to-change) )

# 2

### UNDERSTAND WHAT CAUSES CONFLICT

George Kohlrieser, IMD Professor of Leadership and Organisational Behaviour says that to be able to create a dialogue aimed at resolving the conflict, people need to understand the root of the disagreement.

**“Among the common causes of disagreement are differences over goals, interests or values. There could be different perceptions of the problem, such as ‘It’s a quality control problem’ or ‘It’s a production problem’, and there may also be different communication styles. Power, status, rivalry, insecurity, resistance to change and confusion about roles can also create conflicts. Egotistical people, for example, leaders who manipulate others to build their own identities and self-importance, often generate conflicts.”**

(source: [www.imd.org/research/publications/upload/PFM149\\_LR\\_Kohlrieser.pdf](http://www.imd.org/research/publications/upload/PFM149_LR_Kohlrieser.pdf) )

# 4

## TALK ABOUT WHAT YOU BELIEVE IN

Author Simon Sinek urges leaders to think about the message they are conveying to employees and to put why you're doing what you're doing at its heart. This will appeal to the emotions and values of employees.

As Sinek says, **“People don't buy what you do; they buy why you do it. If you talk about what you believe, you will attract those who believe what you believe.”**

(source: [https://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action))

# 5

## REPLACE EXTRINSIC MOTIVATORS WITH INTRINSIC MOTIVATORS

Dan Pink, author of *Drive* and *To Sell Is Human* believes that the traditional way of rewarding workers is wrong. Extrinsic motivators, such as bonuses and extra holiday are not as powerful as intrinsic motivators such as purpose, passion and autonomy. These can increase productivity, worker engagement and worker satisfaction.

Pink says, **“Management is great. Traditional notions of management are great if you want compliance. But if you want engagement, self-direction works better.”**

## FORGET THE PECKING ORDER

Business leader Margaret Heffernan believes that organisations are often run according to **“the superchicken model,”** where the value is placed on star employees who outperform others. But she says this isn't what drives the highest achieving teams. Instead, social cohesion — built every coffee break, when one team member asks another for help — leads to great results over time.

**“COMPANIES DON'T HAVE IDEAS. ONLY PEOPLE DO.”**

# 6

## SET THE TONE

Todd McKinnon, CEO of Okta believes that culture is shaped mostly by how a company's leaders act, so make sure you embody the type of company you want to be.

Is a **‘teamwork culture’ the ideal?** asks McKinnon. **“You'd better make sure your executive team truly works as a team. Is ‘transparency’ most important? Guess what, your leaders better be transparent — even when it's difficult.”**

(source: <https://www.forbes.com/sites/groupthink/2013/10/04/how-to-build-a-great-company-culture/#7379f9e01bc6>)

## REMAIN AGILE

Agility is fundamental to leading a team through times of change, as Sandi Peterson, group worldwide chairman of Johnson & Johnson points out. "Build an environment that empowers your team to take risks. Set metrics for what needs to be achieved and measure against them to track progress along the way. If targets aren't being met, challenge your team to reassess and come back with a new strategy. And create a culture where people are awarded for challenging the status quo."

(source: <http://fortune.com/2015/06/24/sandi-peterson-leading-during-transition/>)

## TALK TO PEOPLE – AND LISTEN

Make time for face-to-face conversations with peers and team members around items beyond immediate business. As Management Today points out, formalising the exchange of ideas is also key: "...if someone in the team has travelled or been seconded to another business, get them to share their learnings with everyone. The more diverse your team and their input, the more your decisions will come from an informed and aware place."

(source: [www.managementtoday.co.uk/lead-team-uncertainty/leadership-lessons/article/1423274#4zKscwu APVjr2AZQ.99](http://www.managementtoday.co.uk/lead-team-uncertainty/leadership-lessons/article/1423274#4zKscwu APVjr2AZQ.99))

# 8

# 9

# 10

## ENGAGE YOUR TEAM AND REGULARLY COMMUNICATE PROGRESS

Global leadership coach, Oona Collins urges leaders to reflect with their teams and encourage creativity and lateral thinking. "Invite people from different age groups – different generations bring important insights. Ask good questions - what is the one thing that you need right now that would have the biggest impact ... and listen!"

(source: <http://www.changeboard.com/content/6464/5-tips-on-how-to-lead-in-times-of-change/>)

**"BE MINDFUL THAT PEOPLE CHANGE GRADUALLY AND NOT AT THE SAME PACE. CONSIDER THIS WHEN APPLYING THE DIFFERENT ACTIONS, AND ADJUST THESE DEPENDING ON EACH INDIVIDUAL. OTHERWISE THE CHANGE WILL NOT HAPPEN."**

Natasha Omelchenko, Global Safety Recognition Program Director, Sodexo

## HOW TO BETTER ENGAGE WITH YOUR TEAM FACE TO FACE

There are a number of practical ways to ensure that you and your team are working effectively together, and that you are leading them to change in the most engaging and efficient way.

**For example:**

**Toolbox talks** - These informal safety meetings usually feature a short presentation to the workforce on a specific aspect of health and safety - for example, safe use of step ladders, or operating a particular piece of equipment.

“**TOOLBOX TALKS ARE NORMALLY SHORT IN DURATION AND ARE GENERALLY CONDUCTED AT THE JOB SITE PRIOR TO THE COMMENCEMENT OF A JOB OR WORK SHIFT. IT IS ONE OF THE VERY EFFECTIVE METHODS TO REFRESH WORKERS' KNOWLEDGE, COVER LAST MINUTE SAFETY CHECKS, AND EXCHANGE INFORMATION WITH THE EXPERIENCED WORKERS.**”

(BC Construction Safety Alliance (BCCSA))



## BREAKFASTS

An opportunity to meet informally with front line staff at the start of the day, sharing best practice as well as concerns and feedback, and helping to forge and sustain a dialogue around health and safety.

## DROP IN CLINICS

A specific time and place for frontline employees to call in and share their thoughts, ideas and concerns. This ensures that they feel listened to and boosts worker engagement, as well as giving health and safety managers an insight into how employees are feeling.

## GATEHOUSE WELCOMES

Senior management, including the General Manager, welcome shift workers on site as their shift starts. This initiative supports the company's broader communications plan and usually includes the distribution of literature such as a safety cards, or relevant gifts. The presence of senior managers to welcome colleagues early in the morning, and to speak personally with them, carries significant weight.

## TOWN HALLS

This is akin to a forum where presentations are made. These meetings are usually led by a CEO or senior executive who visit each site. Each meeting will be based on a specific theme and is designed to encourage colleagues/employees to engage with the programme. The CEO will stay for coffee after the talk when they will engage in more informal discussions with staff.

Smaller town halls can also be delivered by General Managers once a quarter, and both formats allow Q&As and encourage engagement.





# THE ROLE OF REWARD AND RECOGNITION

"A STRONG SAFETY CULTURE IS ALL ABOUT THE HUMAN FACTOR. COMPANIES CAN DRIVE NEW, PROACTIVE HABITS BY RECOGNISING SAFETY PREVENTIVE ACTIONS AND BUILDING A STRONG MANAGEMENT CULTURE."

JOHN SYLVESTER, CHAIRMAN, SODEXO BENEFITS & REWARDS SERVICES UK.

## BREAKING THE HABIT

Every organisation has the power to work towards a zero accident mindset. Rewarding and recognising key preventive actions can change behaviour and shape culture.

In *The Power of Habit*, author Charles Duhigg writes about how researchers at the Massachusetts Institute of Technology (MIT) have discovered a simple neurological loop at the core of every habit. It consists of three parts: a cue, a routine and a reward.

“Once you’ve figured out your habit loop - you’ve identified the reward driving your behaviour, the cue triggering it, and the routine itself - you can begin to shift the behaviour,” says Duhigg. “You can change to a better routine by planning for the cue, and choosing a behaviour that delivers the reward you are craving.”

This same broader theory applies within the world of health and safety. Understanding the value people place on different kinds of reward and recognition is essential to changing behaviours.

Duhigg shares the example of craving a biscuit every afternoon. The routine was the act of going to the canteen every day. By experimenting with different rewards, he realised that he was craving the social interaction in the canteen, not the biscuit itself. He says that by experimenting with different rewards, you can isolate what you are actually craving. This is essential in breaking or changing a habit.

“Once you have diagnosed the habit loop of a particular behaviour, you can look for ways to supplant old vices with new routines,” writes Duhigg.

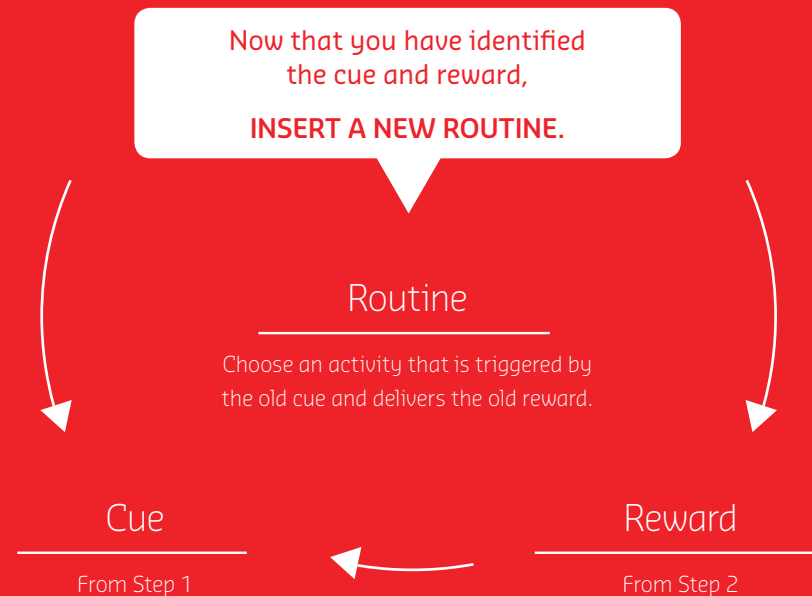


**"When we pay people, we can see an immediate increase in productivity, but what we don't see is we also create a long-term disassociation, where people basically say, Really? That's it? That's the reason I'm here?"**

Dan Areily, Professor of Psychology and Behavioural Economics at Duke University.

Understanding what truly motivates your front line employees, and what drives their behaviour, can empower organisations to change habits in a positive way. They can learn which behaviours to reward and recognise, and when and how. The culture shifts. Employees feel ownership and take responsibility for each other's well being. As a group, they can start to work towards continuous improvement, focused on a 'zero accident' goal.





Studies show that the easiest way to implement a new habit is to write a plan:

When \_\_\_\_\_, I will \_\_\_\_\_

**CUE**                      **ROUTINE**

From Step 1

Because it provides me with \_\_\_\_\_

**REWARD**

From Step 2

Post this plan where you will see it.  
Try it for a week.

Eventually, studies show the new behaviour will become automatic.

## THE HABIT LOOP. HOW TO CHANGE THE HABIT

- The habit loop starts with a cue, followed by a routine, which is reinforced by a reward
- Habits can be changed by removing cues that trigger the routine or by replacing the bad routine with a good one or by replacing a reward
- Small wins fuel transformative changes by leveraging tiny advantages into patterns that convince people that bigger achievements are within reach

**Charles Duhigg, The Power of Habit**

The background of the page features a large, out-of-focus image of a massive industrial gear. In the center-left, two workers in blue work clothes and white hard hats are looking at a long wooden tool. One worker is holding the tool while the other looks on. The scene is brightly lit, suggesting an outdoor or well-lit industrial environment.

## SUMMARY

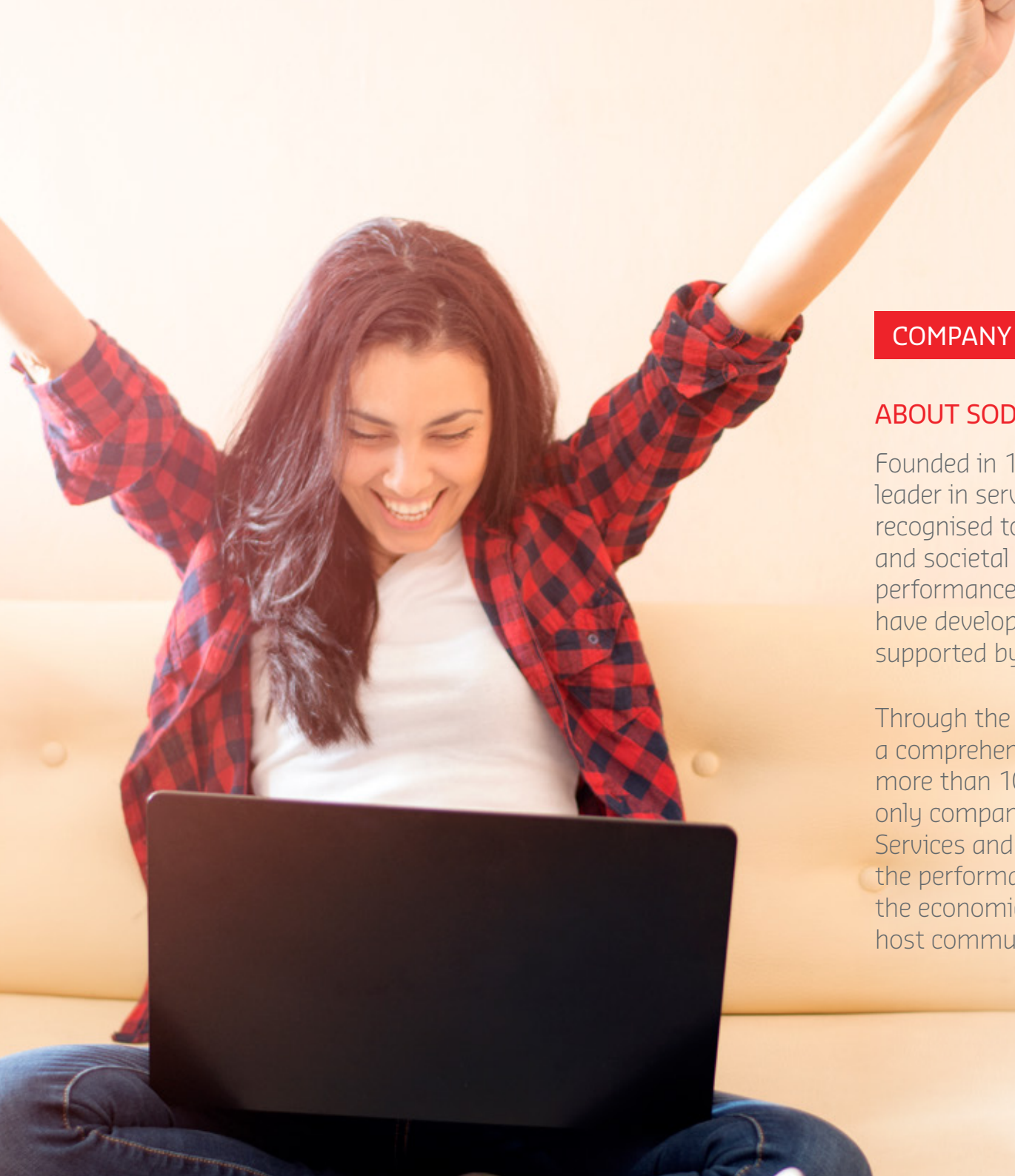
There are many examples of organisations who have transformed their health and safety cultures, creating an environment where employees take ownership for safety, embracing responsibility for themselves and others. In short, they have come to embody the final stage of the Bradley Curve, and interdependence has become the norm.

This 'zero accident' mindset is achievable for every company, and has wide reaching business benefits that go far beyond everyday health and safety, impacting everything from morale and productivity to profits.

We hope this eBook has given you the tools to start to achieve this change, promoting a top down understanding that drives behaviours and creates a rich culture that lives on.

It is not a quick journey, and there will be challenges along the way. There is no end point either - achieving cultural and behavioural change requires a dynamic approach that continually re-evaluates where you are and where you want to be as the organisation evolves.

To that end health and safety excellence is a mindset, rather than a journey; one that will change your company for the better.



## COMPANY INFORMATION

### ABOUT SODEXO GROUP

Founded in 1966 by Pierre Bellon, Sodexo is the global leader in services that improve quality of life. Quality of life, recognised today as a critical factor in individual well-being and societal progress, is a pre-requisite for improving the performance of companies and organisations. It's why we have developed our expertise in this area for nearly 50 years, supported by more than 420,000 people in 80 countries.

Through the diversity of Sodexo's talent, we are able to offer a comprehensive array of Quality of Life Services, based on more than 100 different professions. Sodexo is the world's only company offering On-site Services, Benefits and Rewards Services and Personal and Home Services, which contribute to the performance of its clients, the fulfillment of its teams and the economic, social and environmental development of its host communities.

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