



Do you really need a... “Safety Culture?”

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My Qualifier:

This presentation is the opinion of one old Safety Professional. I completely understand that there are other opinions and other beliefs out there, but this is something that has helped me and I want to offer this as “Food For Thought”.

Some Relevant Quotes

“The safety of the people shall be the highest law.” - Marcus Tullius Cicero - Roman philosopher in 106 BC

“Common sense is not so common” - Voltaire – 1694
French writer & philosopher.

“If you put good people in bad systems, you get bad results. You have to water the flowers if you want them to grow.” - Stephen Covey

Some Quotes & Thoughts

- **Quotes**

- “Safety is Number 1”?
- “The safety of our employees is our most important concern.”
- “Nothing we do is as important as the safety of our employees.”

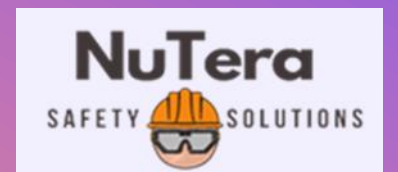
- **Thoughts**

- **Company / Departmental Vice Presidents**
- **Department Director**
- **Safety Officer, Safety Administrator, Safety Specialist, etc.**



Some Questions⁵

- **What is your company's greatest expense?**
- **Is your company properly staffed?**
- **Can a company afford to lose people to accidents?**
- **What makes a business successful?**
- **What makes a business sustainable?**
- **Do you really need a "Safety Culture"?**



Some Statements & Questions⁶

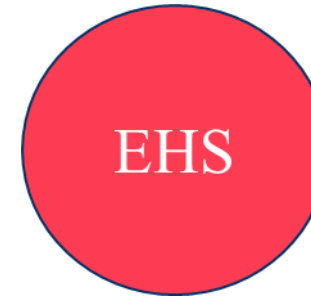
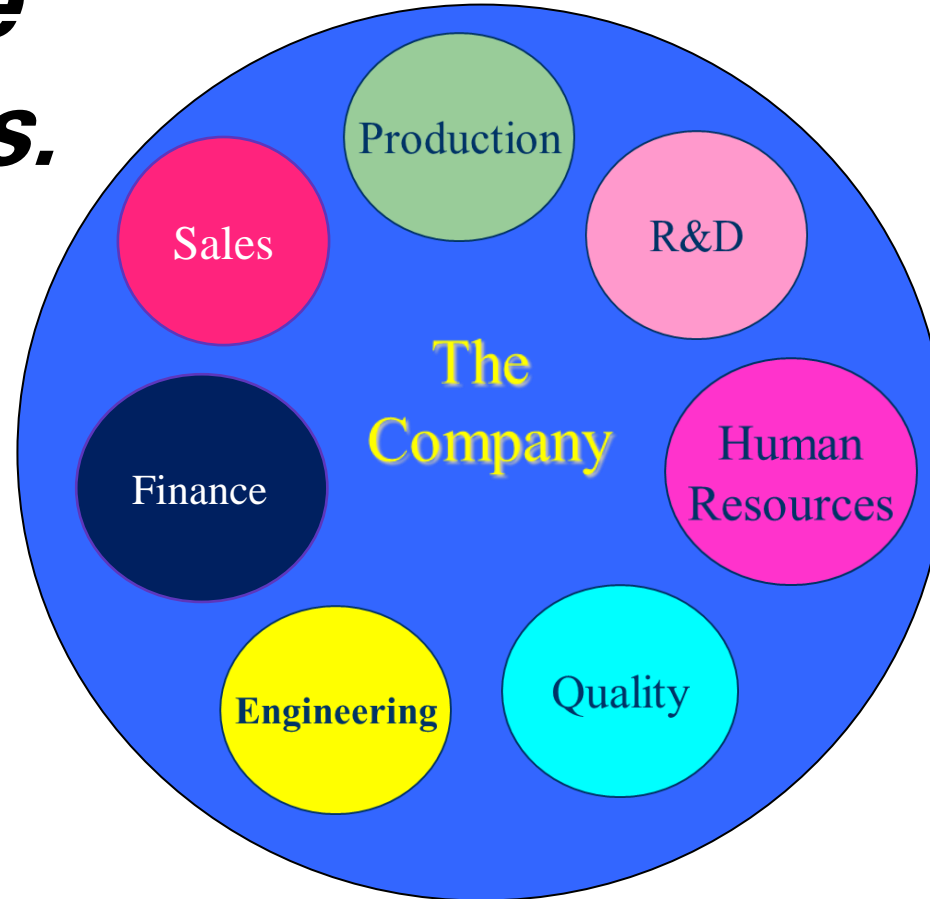
- I don't believe you need a "Safety Culture"!
- I do believe you need a true "Business" culture!
- Safety cannot be a silo in business!



- What are the components of a true business culture? *
- Who must be involved in a truly successful business culture?*

***My beliefs after 43 years
in the Safety Business***

***The way it is
with some
companies.***



**What's sad is that many
these disciplines can often
also be silos. They fight
for territory and money.**





What is a Culture?⁸

Culture Defined

Culture is a term that encompasses the social behavior, and norms found in human societies, as well as the knowledge, beliefs, arts, laws, customs, capabilities, and habits of the individuals in these groups.



What is a Safety Culture?

Safety Culture Defined

The way that safety is managed in a workplace.

It is the combination of beliefs, perceptions, and attitudes of employees toward the safety of workers and the overall safety of the work environment.



What is a Business Culture?

Business Culture Defined

“The beliefs and behaviors that determine how a company’s employees and management interact and handle business transactions, roles, responsibilities, and accountabilities.” Investopedia

It’s all aspects of the business that are needed to make the business a success and sustainable.

A Business Culture...¹¹

Will be reflected in its:

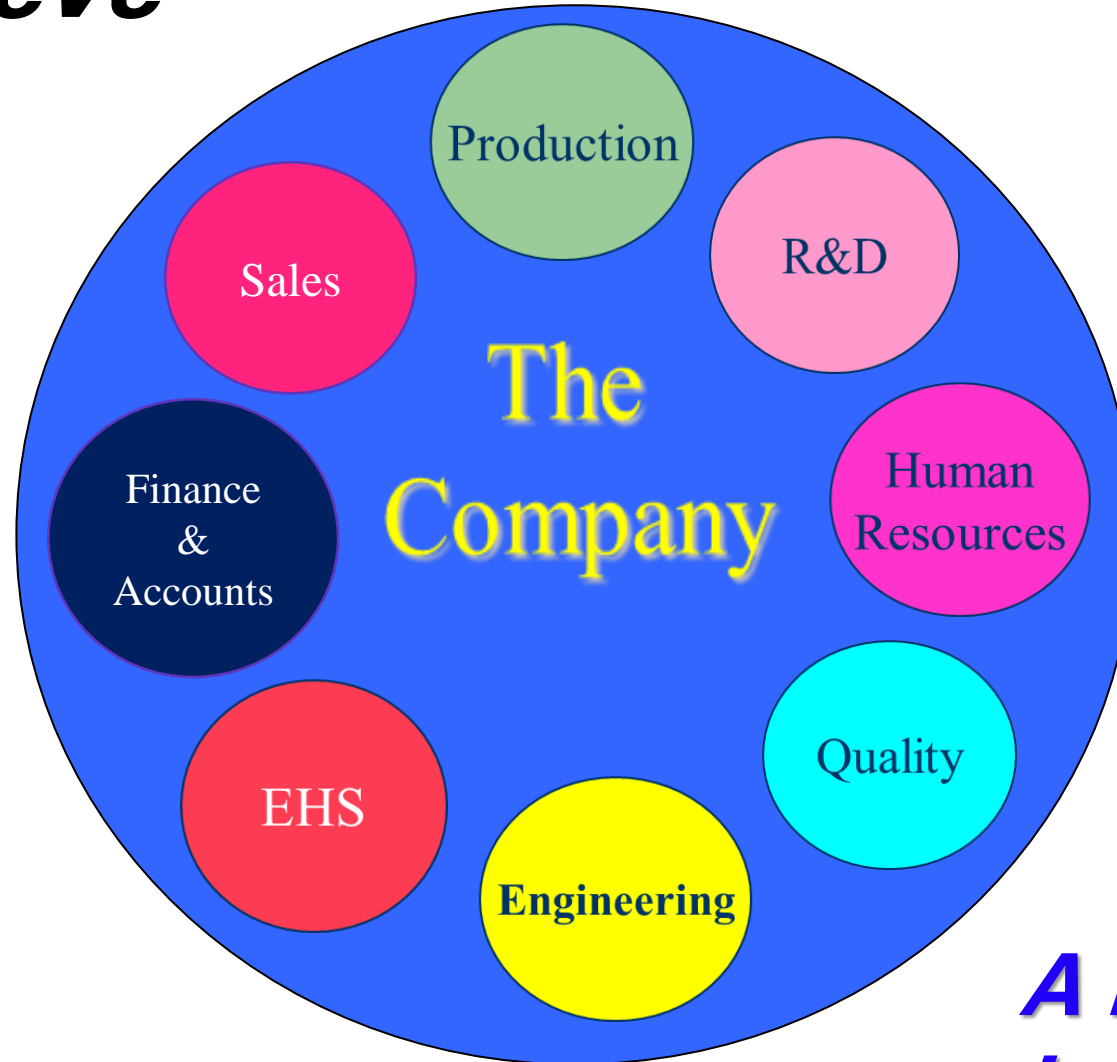
- **Expectations and treatment of employees** (evaluations, dress code, business hours, benefits, productivity, compliance, etc.),
- **Turnover & hiring decisions,**
- **Treatment of customers,**
- **Customer satisfaction,**
- **All other aspect of operations to include but not be limited to:**
 - **Engineering**
 - **Production,**
 - **Quality,**
 - **Finance & Accounting**
 - **Innovation,**
 - **Safety,**
 - **Security**
 - **Timeliness,**
 - **Repeatability,**
 - **Budget,**
 - **Community ownership & reputation.**



Asset Protection

*The way I believe
it should be.*

*Silos can and
often do cause a
company to fail.*



*A Fully
Integrated
Organization*



Should a business culture include “Off The Job Safety”?

If an employee get's hurt at home, does that impact the business?



A Business Culture?¹⁴

Some Examples of Companies with an Excellent Business Culture – “OSHA’s Voluntary Protection Program - VPP”

- Bayer
- Monsanto
- Entergy
- Koch Industries - GP, Invista, Flint Hills, KCTG, etc.
- Cargill
- Frito-Lay, Inc. *



Example - A Business Culture That¹⁵ Includes Safety

- Policy & mission statements

Yep, for all groups such as:

**Finance & Accounting, Risk Management,
R&D, Engineering, Production, Safety,
Environmental, Maintenance, Facilities,
Quality, Sales & Marketing,
Transportation & Warehousing, etc.**

PDCA

Where do we start?¹⁶

(If you are responsible for Safety)

- Due diligence – starting point demarcation – what is needed?
It's kinda like sales...
- Learn about the Money \$\$\$
- Get invited to the Senior Management Staff meetings & listen
- Attend & participate in any all-hands type communication meetings *(Safety must be viewed as an integral part of the team.)*
- Ownership assignments – all levels

Who must be involved?

EVERYONE!!!



What are the benefits?

- Reduced costs – materials, utilities, labor, machinery, downtime, etc.
- Improved net profits

Success & Sustainability

- Company sustainability – longevity
- Good to great company reputation



A Case Study

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- Founded in 1932 – two companies – Fritos and Lays corporations – 90 years
- Over 60,000 employees
- Revenue: \$16.8 billion – 2022
- Merger in 1961 to form Frito-Lay. It became a subsidiary of PepsiCo in 1965.
 - There are 1,100 snack foods produced under the Frito-Lay name. Frito-Lay North America generates half of PepsiCo's annual operating profit.
- **2001 – CSE fatality** – Start of something special
- Today
 - List of the world's most valuable brands
 - List of the America's best employers
 - OSHA VPP Locations – across the nation & company – 24 sites

Why it matters to the world:

*They don't hurt or
kill people!*

My recommendation:

**Your business culture should embrace
your safety effort as a fully integrated
business partner.**

Safety is good business!



Thank You!

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