

## Case Study

Suntory Beverage & Food Europe | Europe | Food & Beverage

# Strengthening safety leadership across European manufacturing sites

From fragmented execution to leadership-led control of critical risks

Suntory Beverage & Food Europe is a leading beverage manufacturer operating multiple production sites across France, the UK and Spain.

## The challenge

Despite established safety systems, performance was deteriorating. TRIFR was rising above benchmarks and varied significantly across sites, reflecting inconsistent ownership, uneven execution and different interpretations of expected standards.

A fatal accident in 2024 brought these gaps into sharp focus. With new leadership in place, SBFE needed to move beyond compliance and establish stronger leadership control of critical risks across all sites.

## The approach

dss+ focused the programme on a small number of decisive levers. Leaders aligned on critical risks, defined Life Saving Rules and embedded safety governance into daily management routines.

More than 500 managers were trained and coached on the shop floor to strengthen observation, intervention and decision-making. Internal ambassadors reinforced expectations and sustained progress across sites.

The approach combined common standards with local adaptation, enabling rapid implementation across six manufacturing sites while building internal ownership.

## Impact on the ground

**18%**  
reduction in  
TRIFR

**94%**  
compliance on Life  
Saving Rules checks

**32%**  
reduction in  
high-potential incidents

## The inflection point

*"We went through a complete cultural shift, having our entire organization learning how to look ahead, understand and prevent risks, rather than just reacting to uncontrollable incidents."*

**Pierre Decroix**  
CEO, Suntory Beverage  
& Food Europe



Discover more  
Agriculture &  
Consumer Goods cases

## Your dss+ expert

**Sacha Kasselis**  
Senior Manager  
[sacha.kasselis@consultdss.com](mailto:sacha.kasselis@consultdss.com)  
[LinkedIn](#)



Protect. Transform. Sustain.

[www.consultdss.com](http://www.consultdss.com)

[linkedin.com/company/consultdss](https://www.linkedin.com/company/consultdss)



@consultdss



© 2026 DSS Sustainable Solutions. All rights reserved.