

Case Study.

Nestlé Logistik & partners.
Germany.
Logistics.

Nestlé Logistics and partners improve safety along the value chain

Context

In 2014, Nestlé Logistics in Germany noticed an increase in accident rates. The company had primarily focused on process safety but realised 90% of accidents were due to behaviour. As a high level of logistics operations including warehousing and transport are outsourced, any new safety management initiative had to be developed together with Nestlé Logistic's four main logistics partners – Ansoerge Logistik, Dirks Logistik, Fiege and GEODIS.

Challenge

dss+ had to assess and align the safety culture at five independent companies – Nestlé Logistics and its four partners – and four distribution centres. dss+ next helped all partners to formulate individual development plans tailored to their specific situation that would enable them to attain the same goal.

Solutions

The project assessed leadership, organisation, processes and the prevailing safety culture at all 5 companies. As the aim was to improve the safety culture, dss+ took a holistic approach that touched employees at every level in all partner organisations. This encompassed leadership capability and employee skills training, the creation of clear road maps for every site, and greater safety communication between sites, so safety is no longer viewed as an add-on but as an integral part of everyday life.



Assignment

Improve accident rates & develop collaborative safety culture



Offering

Safety culture, SPS (3 assessments in 2014, 2016 and 2018)



Impact

- Recordable Injury rate reduced by 86% from 2014 - 2019
- By 2017 Nestlé had 1 tenth the recordable injury rate of the German logistics industry average
- Relative Cultural Strength (safety perception of all employees) recorded at 67 compared to an industry average of 58
- 3 of the distribution centres have been accident-free for more than a year, one for more than 4 years

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