

Case Study

North America | Consumer Goods Manufacturing

Rewriting the recipe for safety: a global food manufacturer's transformation

How dss⁺ helped improve and sustain a global food manufacturer's safety culture



The challenge

For more than six years, a global food manufacturer faced a persistent challenge: Its safety performance had stalled, with injury rates remaining steady between 600-700 incidents each year across a workforce of more than 18,000 employees. For company leaders, these numbers were a clear signal that something had to change. Best practices were needed at every level of operational leadership, along with site-specific roadmaps to drive lasting transformational change that aligned the company culture.

The approach

To elevate performance, the food manufacturer partnered with dss⁺ to launch a comprehensive initiative to improve safety culture. dss⁺ first conducted an assessment that uncovered strategic opportunities for improvement, followed by roadmaps tailored to strengthen cultural maturity across 27 locations.

To ensure sustainability, dss⁺ created targeted initiatives, that included coaching sessions for frontline leaders. The goal of each session was to build competencies through a science-based, risk-informed approach to influence human behaviour and decision making. Sessions were also held for process teams to strengthen core elements of safety governance – such as incident investigation processes, quality of safety interactions, rule and procedure evaluations, and overall associate engagement in safety initiatives.

Business impact

10-15% decrease in average monthly recordable injuries over two years		2,100+ fewer lost workdays	
16% injury reduction	27 sites	18,000+ employees	2 year transformation

The inflection point

"Sometimes, establishing a cohesive safety vision throughout an organisation requires addressing gaps from top to bottom. Our sessions allow both process teams, leaders, and managers to speak the same language around safety so that everyone, no matter their role, works with it at the forefront of everything they do."

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