



British Sugar



Karl Carter joined British Sugar in 1971 as a graduate trainee. He was appointed Agriculture and Operations Director in 1995. He has responsibility for ensuring that the company has management systems and structures in place to ensure that legal compliance and continual health and safety improvement is met. To achieve this, he has implemented a series of behavioural change programmes.

DRIVERS FOR LEADERSHIP

Prior to 2003, British Sugar had an excellent safety record winning industry recognition from RoSPA and The British Safety Council. There were no indications of the devastating events that were about to occur. During 2003 three fatalities occurred which had far reaching effects on all involved. Although health and safety had always been a key business priority, a change in focus was needed to challenge and direct activities towards implementing behavioural change.

No. of employees	1348 employees, 1000 contractors
Business Sector	Food
Business Activities	Manufacturing sugar
Location	Head Office Peterborough

“Safety is of prime importance to me. I believe that all injuries are preventable; I require all those who work on British Sugar sites to play a full and active part. Working safely is not an added option; it is a condition of employment. Everyone must remember there is no job so important that you can’t take two minutes to ‘Think Safety’.”

Dr. Mark Carr, Chief Executive

VALUE OF LEADERSHIP

- ☑ Sends a very strong message that safety comes above all else
- ☑ Provides consistency across all sites
- ☑ Creates excellent working partnerships with employees, contractors, trade unions and the HSE
- ☑ Improved reporting lines throughout the organisation

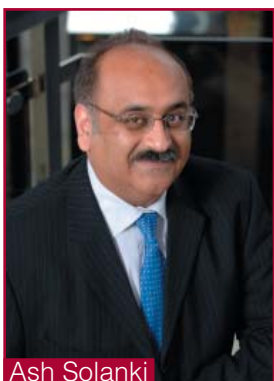


Karl Carter



BENEFITS OF LEADERSHIP

- ☑ 43% reduction in lost time injuries (reportable) between periods 03/04 to 04/05
- ☑ 42% reduction in all injuries between periods 03/04 to 04/05
- ☑ Directors have much greater understanding of health and safety risks
- ☑ Safety improvements exceeded external auditor’s expectations with a 63% reduction in major issues between 2004 and 2005



Ash Solanki





KARL'S MESSAGE TO OTHER DIRECTORS IS...

"Don't be complacent! Your statistics may look great, but health and safety is about people not systems. The only way to eliminate accidents is to change the culture to one where behaviours are observed and challenged. I would not wish anyone in my position to experience fatalities, hence with the full support of board members, I remain steadfast in prioritising the safety of employees above all else"

HOW WERE ARRANGEMENTS DEVELOPED?

A comprehensive review was undertaken led by Karl Carter and Ash Solanki (Company Safety Manager). They worked in partnership with the HSE to identify potential risks. Alongside this, extensive consultation took place with safety representatives, the workforce and trade unions (Amicus, T&G and GMB). The focus was aimed at introducing behavioural change programmes.

WHAT WAS DONE?

The CEO assigned responsibilities to all directors and incorporated this in performance objectives. Health and safety targets are published annually alongside initiatives that will help in achieving these within set time frames. Consultation is ongoing with employees, safety representatives, trade unions and the HSE to ensure that leadership behaviours are consistent.

CURRENT BOARD ARRANGEMENTS

British Sugar is a subsidiary of Associated British Foods plc. The CEO (British Sugar) reports to the parent board and holds ultimate accountability for health and safety.

Karl Carter (Operations and Agriculture Director) leads health and safety within British Sugar.

Each Board member champions individual initiatives thus providing consistent high visibility and focus. Further to this, each Board member is expected to conduct a minimum of two behavioural safety audits each year.

The Board publishes its responsibilities and accountabilities on the company intranet and in the site safety handbook.



Behavioural change programmes and training have been introduced moving the culture away from a 'tick box' mentality towards one where people are encouraged to stop and think before they act.

DIRECTOR'S ENGAGEMENT

Karl Carter has hands on involvement and an open door policy. He works closely with

Ash Solanki (Company Safety Manager) who takes responsibility for driving strategy. Karl regularly visits the manufacturing sites, and he conducts a minimum of seven behavioural audits each year. He reports to fellow Board members on a monthly basis.

Legally reportable injuries / incidents, (RIDDORS), are reported directly to Karl the day that they occur so incident investigation takes place without delay.

WHAT DOES THE DIRECTOR DO?

With the help and guidance from the HSE, our aim of operating an injury free business now seems a realistic one rather than simply aspiration. Acting on best practice and involving everybody has yielded amazing improvements over a short space of time.

Steve Williams, Factory Manager

In the two years that I have been a member of the Health and Safety team I have always felt that I have the full support and commitment of board members and senior managers.

Steve Rawson, Safety Coordinator

Twice yearly addresses all employees

Chairs the monthly Safety Steering Group meeting

Consults with trade unions quarterly

Conducts seven behavioural audits cross sites per annum

Introduced safety performance discussions and delivers toolbox talks

Reports to fellow Board members on health and safety performance every month