



Sainsbury's

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Imelda Walsh has experience of HR across a wide range of sectors including manufacturing and distribution. She joined Sainsbury's in 2001 and was appointed Group HR Director in 2004 when she took on the challenge of reorganising health and safety and embedding it in the culture of the organisation.

DRIVERS FOR LEADERSHIP

An external audit of health and safety within Sainsbury's was commissioned in 2003. This identified differences in arrangements in both the Retail and Supply Chain divisions and also a need for more Board level direction of health and safety strategy. Imelda has experience of dealing with the consequences of health and safety failures and believes that the provision of a safe working environment is fundamental to the employer/employee relationship.

No. of employees	150,000
Business Sector	Retail
Business Activities	Food Retail
Location	UK

“In any business, no matter how large or small, health and safety has to be integrated into your everyday business activities if you want to succeed. It has to become part of the culture and Imelda's presence on the Board helps to ensure that vision is becoming reality”

Neil Lennox, Group Head of Health and Safety

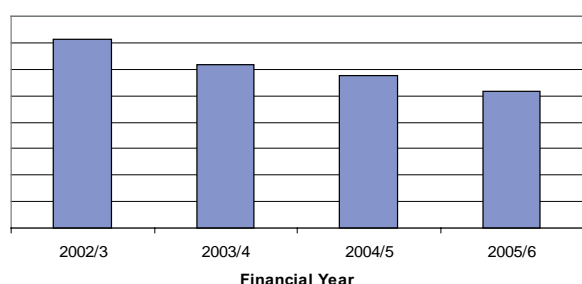
VALUE OF LEADERSHIP

- ☑ Provides a focus at Board level and creates ownership of health and safety issues. The Board provide role models
- ☑ Board provide a role model for health and safety behaviour
- ☑ Protects the brand from the reputational damage that could potentially come from poor health and safety
- ☑ Gives confidence to our employees, unions, investors and other stakeholders



Imelda Walsh

Group Colleague Reportable Incident Rate



BENEFITS OF LEADERSHIP

- ☑ Reduced sickness absence by 17%
- ☑ 28% reduction in reportable incidents since 2002
- ☑ Rapid decision making so that action is taken quickly to address emerging issues
- ☑ It has raised the profile of health and safety so it is becoming embedded in the culture of the organisation
- ☑ Colleague surveys indicate improved morale and pride in being part of Sainsbury's



IMELDA'S MESSAGE TO OTHER DIRECTORS IS...

“Getting this wrong will undermine every other message to your employees – it’s about respect for the individual, health and safety is at the heart of respect.”

HOW WERE ARRANGEMENTS DEVELOPED?

In 2003 Sainsbury's commissioned an external audit of their health and safety function. This identified a need to develop a unified approach across all divisions and recommended more Board level involvement in developing health and safety strategy. Imelda joined the Board in 2004 and started to implement the recommendations and bring an active risk management approach. In making its arrangements the company also benchmarked itself against the rest of the industry and followed relevant guidance e.g. HSG 65.

CURRENT BOARD ARRANGEMENTS

The Operating Board consists of 11 Directors, it deals with the day to day running of the company and reports to the J Sainsbury plc Board. Imelda sits on the Operating Board and is the Director responsible for health and safety but ultimate responsibility lies with Justin King the CEO. Imelda has driven the reorganisation and refocusing of health and safety resources at Sainsbury's and ensured Board level awareness of responsibilities.



WHAT WAS DONE?

Following the health and safety function recommendations for restructuring, Imelda was appointed as Group HR Director and she appointed Neil Lennox as Head of Health, Safety and Fire to help implement the reorganisation and develop a unified vision.

The Health and Safety Committee was reinvigorated to take a more strategic and action oriented role and a new online reporting system was developed. IOSH based training on health and safety responsibilities was introduced for all Board Directors.

DIRECTOR'S ENGAGEMENT

Imelda worked with her team to create a vision for health and safety that reflects the company values and is supported by a plan which sets targets for the next 3 years.

Colleague engagement initiatives ensure that health and safety messages are integrated across the business. The health and safety committee structure cascades through the organisation with representatives from every store, depot and department feeding into the process.

WHAT DOES THE DIRECTOR DO?

“Imelda has established a real focus on health and safety with her Board colleagues successfully ensuring that issues continue to be treated seriously throughout the organisation”

Carole Oldham, Head of Retail Processes

“Over the past 2 years the focus on health and safety has really increased with training, auditing and reviewing of processes. We can see that the Board is serious about health and safety and that is feeding through into improvements at all levels”

Joanne McGuinness, USDAW National Officer

Provides a formal summary of health and safety to Operating Board meetings three times a year and to the plc Board once a year

Chairs the UK Health and Safety Committee three times a year

Reports any significant incidents or issues to the weekly Board meetings

All directors undergo IOSH based training and interact with colleagues regarding health and safety issues during store visits