



Creating a holistic approach: linking food safety culture with health, safety, and well-being

Kate Field & Alison Cousins

BSI

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Speakers



Alison Cousins, Global Retail, Consumer Goods and Food Training Director, BSI

Alison oversees BSI's global food training business, actively developing tutors, and working with experts in the field to bring the very best training to the food and retail sector.

She holds a BSc (Hons) degree, and a Post Graduate Certificate in Education, and with 26 years' experience in the food manufacturing sector, both in food technology and training, is an experienced instructional designer, teacher and trainer, with a particular focus on international standards and food safety management.



Kate Field, Global Head of Human and Social Sustainability, BSI

Kate is an award-winning thought leader, author and keynote speaker on health, safety and well-being. With over 20 years of experience across all sectors, from Regulator to Consultant, Kate leads BSI's global strategy for creating safer, healthier, fairer, and more inclusive workplaces.

Kate uses her voice and work to reach global audiences to champion cultural change, which puts trust, engagement and well-being at the forefront. Kate's work includes working with NGOs and research institutions to drive insight and policy change.



Question

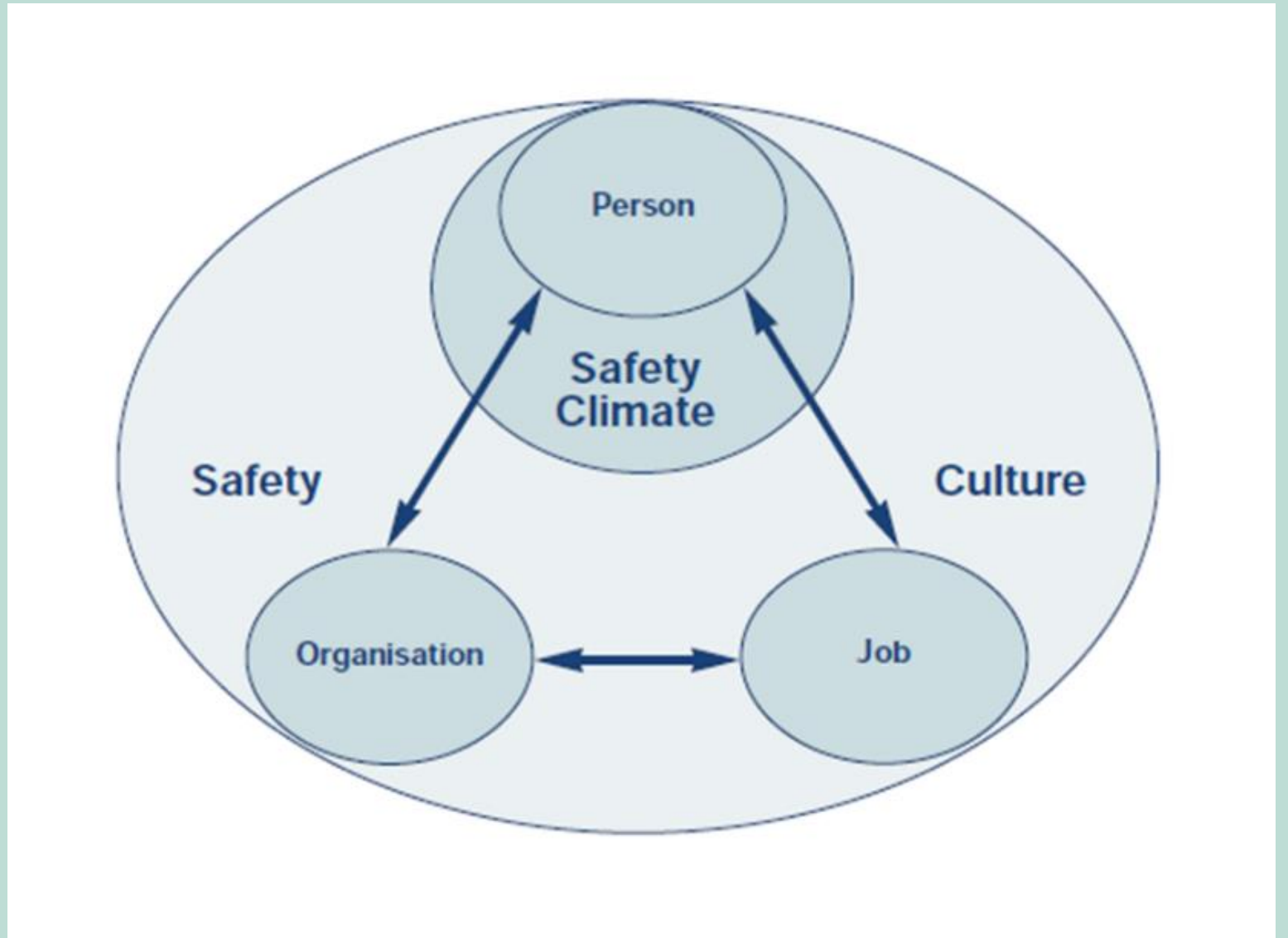
In the health and safety world, work started a long time ago on improving the culture. Can you tell us what progress has been made and how this has impacted different sectors?

Health and Safety Culture

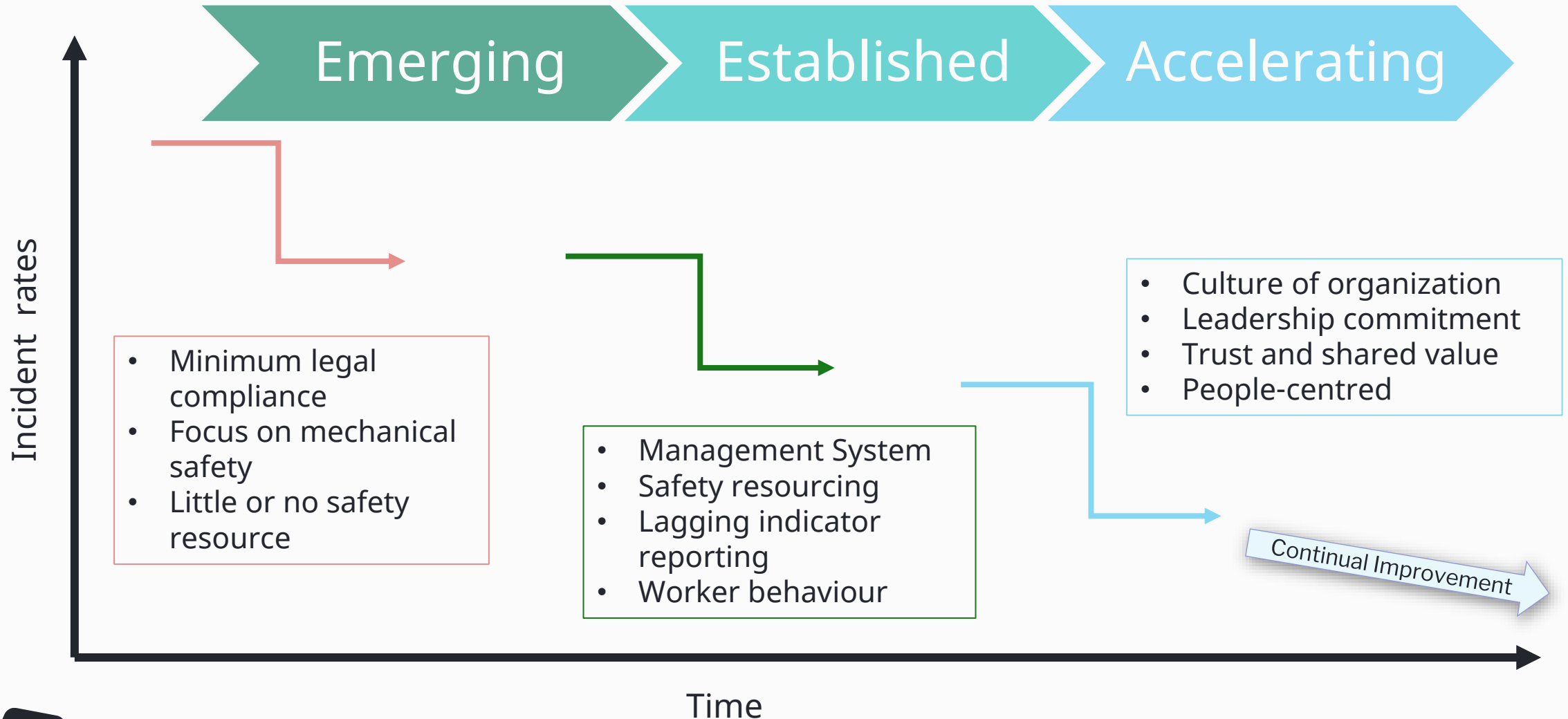
The safety culture of an organization is the product of individual and group values, attitudes, competencies and patterns of behaviour that determine the commitment to, and the style and proficiency of, an organization's health and safety programmes." Advisory Committee on the Safety of Nuclear Installations

Result of interactions between:

- Person
- Job
- Organization



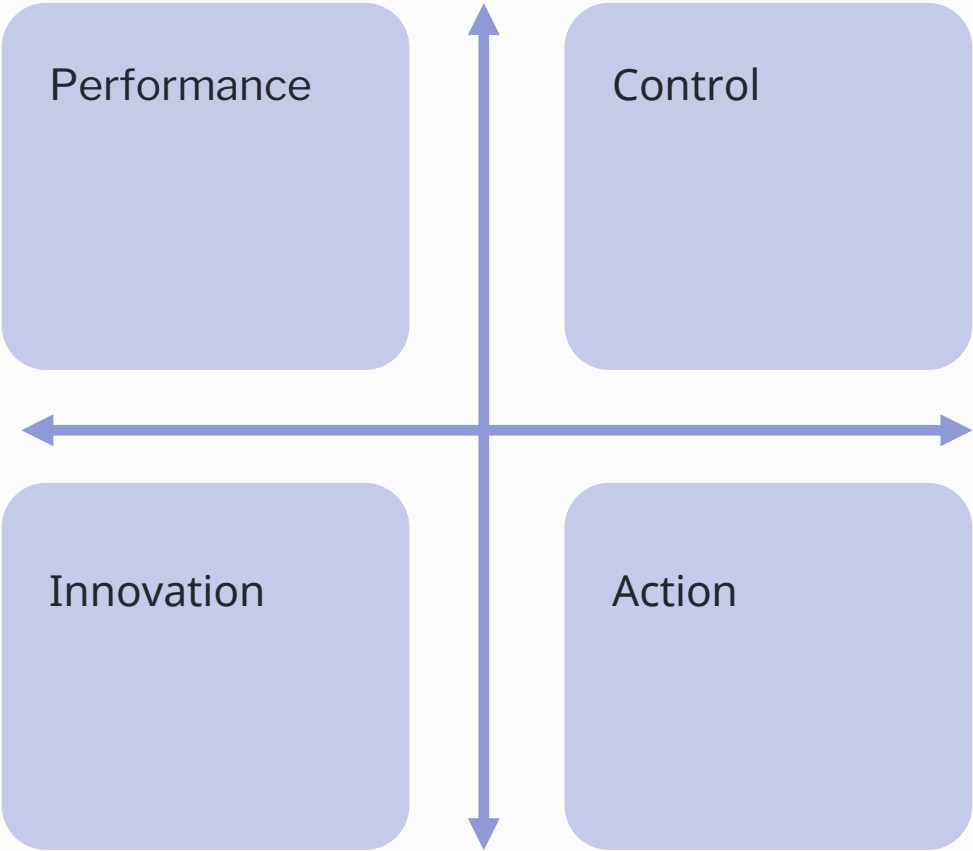
Why is culture important?



Organizational Resilience is about managing tensions

Tension Quadrant

Productivity
Operations
Competencies



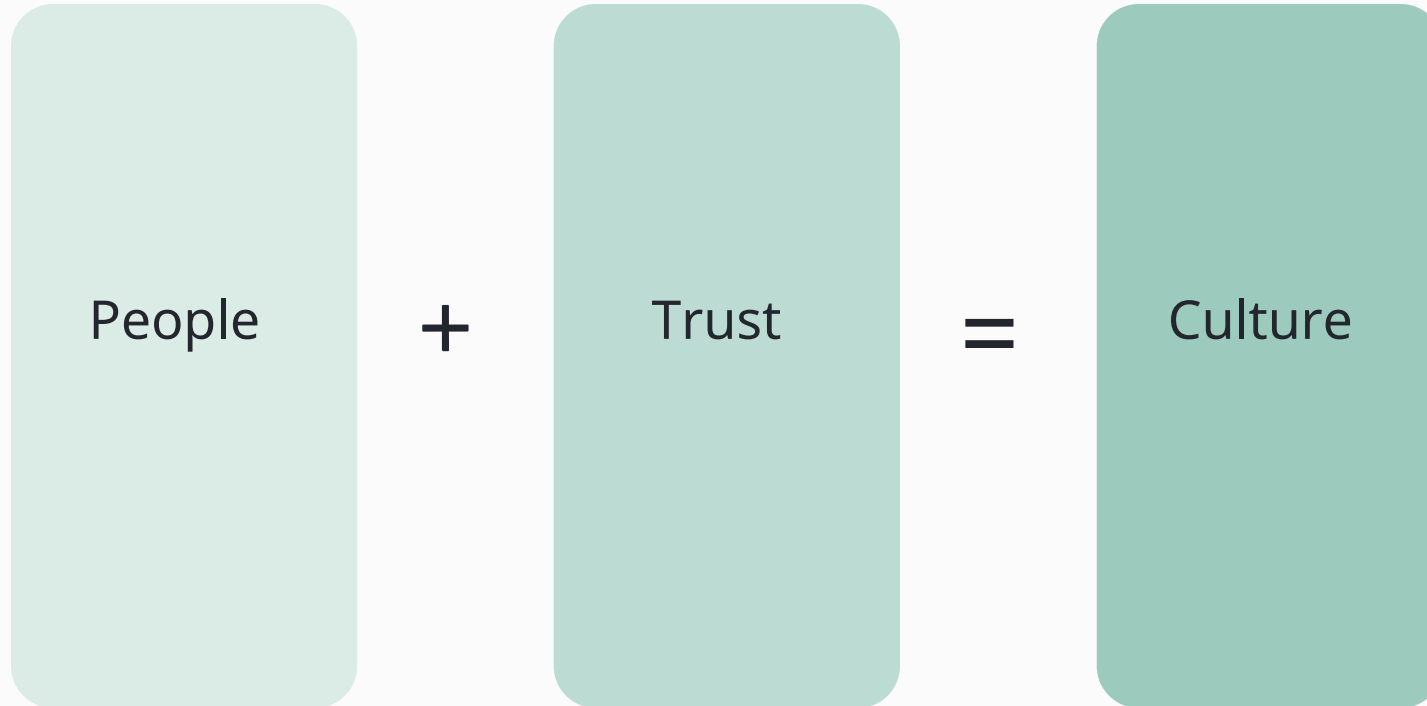
Infrastructure
Risk Management
Standardized processes

Diversity
Learning
Creativity

Noticing and responding
Threats & opportunities
Agility



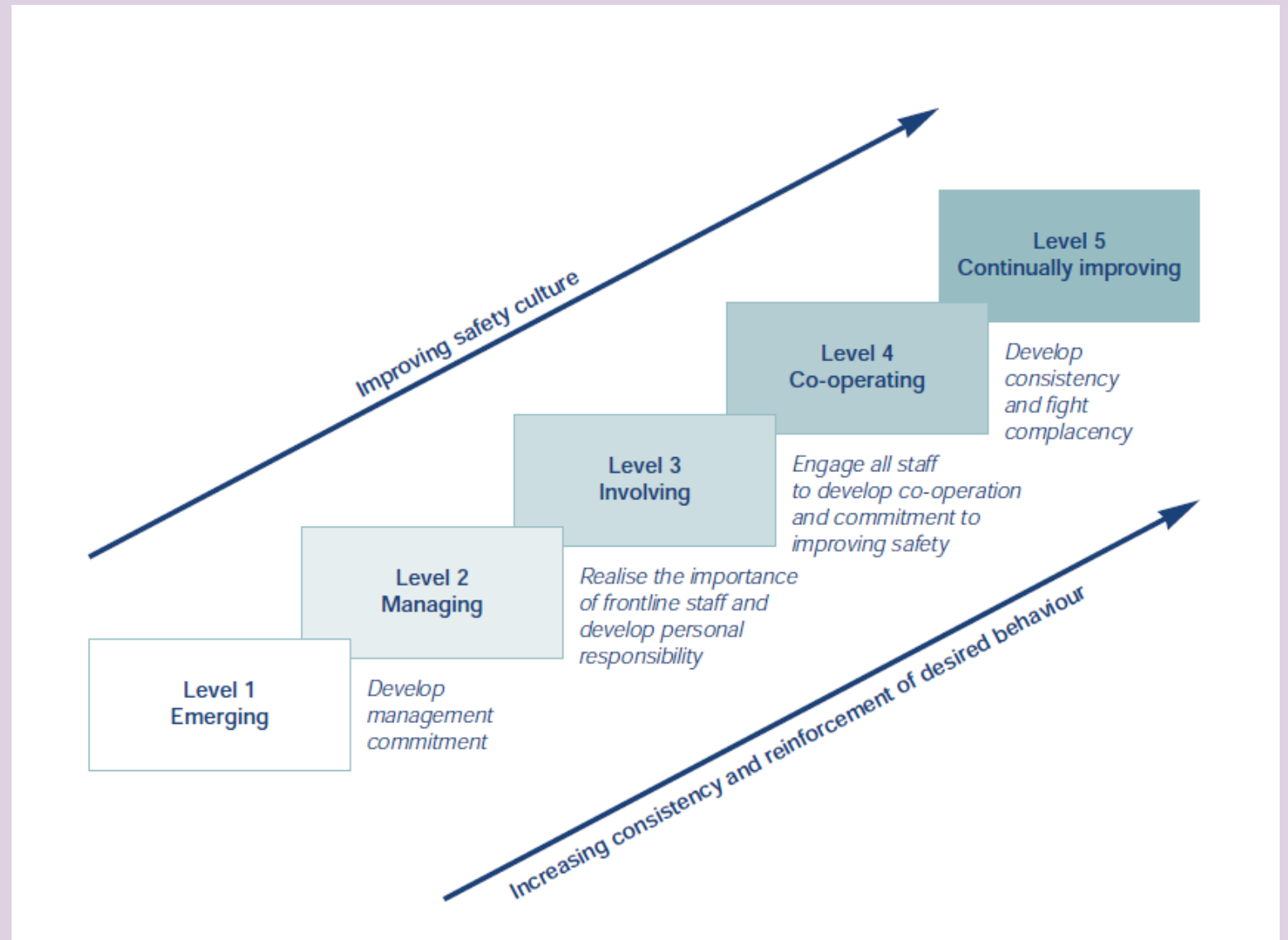
Organizational Resilience is driven by Culture



Evolution of Approach

Safety Culture Maturity Model (SCMM) focuses on behaviours

- Changing Minds – A practical guide for behavioural change (2003)



10 Elements of Safety Culture (SCMM)

1. **Management commitment and visibility**
2. **Trust**, including trust between management and employees and between colleagues
3. **Communication**, refers to the style (e.g. two-way) and effectiveness of communication
4. **Participation**, which is the extent to which frontline staff are involved in decisions
5. **Productivity versus safety**
6. **Learning organization**: refers to the ability of an organization to learn from mistakes
7. **Safety resources**, including safety staff and the time employees can spend on safety
8. **Shared perceptions about safety**, refers to the extent all employees have a shared vision
9. **Industrial relations and job satisfaction**
10. **Training**, includes the value placed on training, the type and resources available.



Creating a culture of trust

Collaborative,
communicative,
emotionally
intelligent leadership

Opportunities for
lifelong learning
and employability

A balanced
effort,
recognition and
reward ratio

Workplaces that
promote good
physical and
psychological
health

Creating
workplace and
community
social capital

Work and
workplaces that
prevent physical
and mental harm

Diverse, inclusive and
ethical workplace
relationships
based on respect
and fairness



Question

What are the impacts of a poor culture, on workers and for businesses?

Toxic cultures



Workers don't feel:

- physically or mentally safe
- supported, heard or appreciated

Workplaces where there is a:

- blame culture
- bullying and harassment, unethical practices
- chasing profit is put before purpose, people or the planet.

Workplaces that do not have:

- fair and equitable recognition and reward
- career development
- employee communication and engagement
- Worker autonomy or flexibility
- work-life balance is undermined.

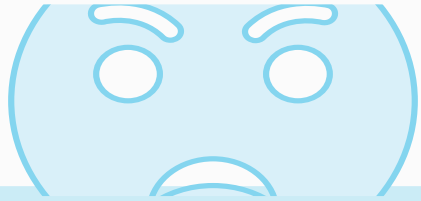
Toxic culture is easy to spot

- Restricted growth
- Troublesome quality and output issues
- Poor productivity
- Talent and skills shortages
- Lack of innovation and agility creating an unease about competitiveness and resilience
- Plateaued (or reversed) health and safety incident reductions

- Worker engagement metrics that stubbornly fail to improve (or even get worse)
- Increased levels of complaints – internally and by clients/customers
- Increasing reports of stress, burnout and mental-ill
- Increasing absence and retention rates
- Accelerated retirement



Toxic culture implications



A recent study showed that almost **a third** of employees have quit their jobs due to poor company culture, with toxic cultures costing the U.K. economy about £20.2 billion per year*



Less than half of workers report a positive climate in their teams and that a toxic culture contributes to high attrition rates, leaving organizations poorly positioned to innovate, adapt to change and build a high-performance work environment.**



Poor organizational culture increases the likelihood of employee misconduct, while also reducing the likelihood that employees report it***

Beware 'zero accident'

What about health?

Wellbeing?

A boardroom slogan
not a workforce
engagement
strategy

Doesn't account for
different tribes

It's practically
impossible

Outcome not a
vision

It's a cliché



Question

BSI launched *PAS (320) Developing and sustaining a mature food safety culture* last year – how has this been received by the industry?

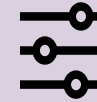
5 Dimensions of food safety culture



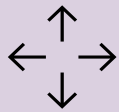
Vision and mission



People



Consistency



Adaptability



Hazard & risk awareness

A culture of food safety
A position paper from the global food safety initiative (GFSI)



PAS 320:2023
Developing and sustaining a mature food safety culture - Guide



Maturity levels of the organization's food safety culture





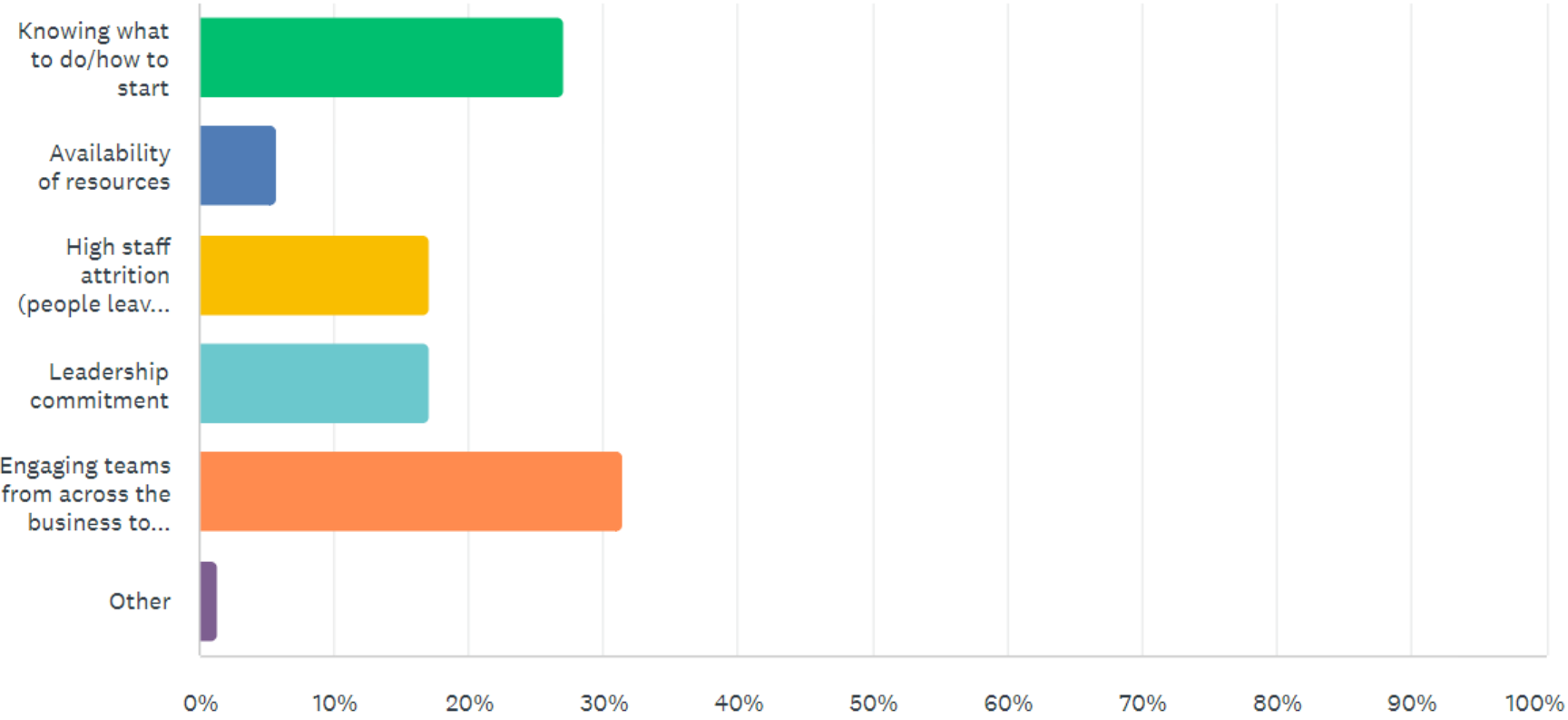
POLL

What has been the biggest challenge in maturing your culture of food safety?

PAS 320 Poll - May 2024

What has been the biggest challenge in maturing your culture of food safety?

Answered: 70 Skipped: 17





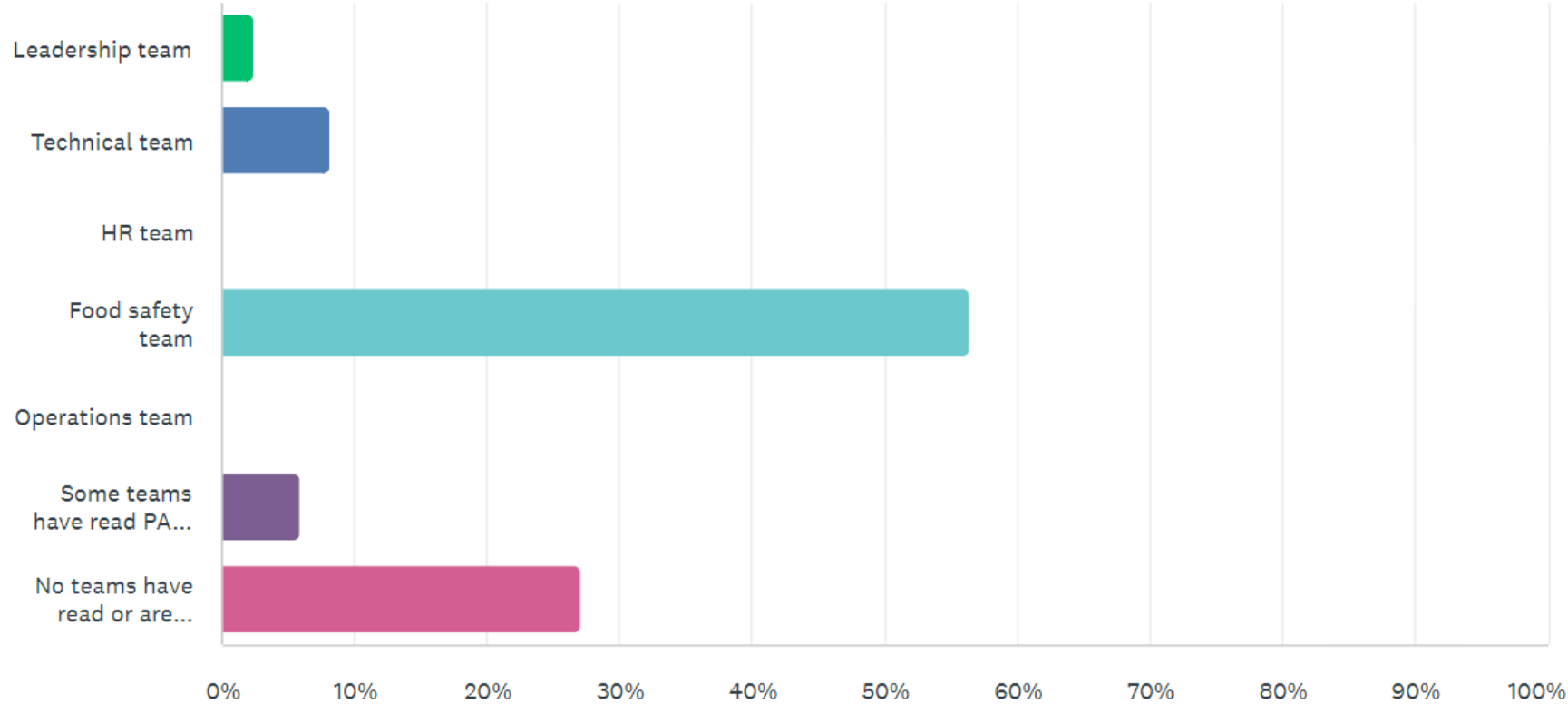
POLL

Which teams within your organization are working towards developing food safety culture?

PAS 320 Poll - May 2024

Which teams within your organization are using PAS 320? (tick all that apply)

Answered: 85 Skipped: 2



What has been the most useful take-away from PAS 320?





Question:

In an industry of high costs and high staff attrition, how can companies maximise the effectiveness of their training?

BSI Products

PAS 320:2023

Developing and sustaining a mature
food safety culture – Guide



bsi.



To download your
copy of PAS 320 just
scan the QR code

20% off training using the code **FDFSAVE20**

- **An Introduction to Food Safety Culture**
- **Occupational Health and Safety Management Systems Awareness**
- **Occupational Health and Safety Implementation**
- **Occupational Health and Safety Requirements**
- **Psychological Health and Safety at Work**
- **Psychological Health and Safety at Work Awareness**



POLL

Would you like to be contacted by BSI to discuss building a positive food safety culture?



Q&A / Discussions

Thank you

