Bold Decisions: Improving Motor Vehicle Safety At Cargill

Michael Damasin
Cargill AVP Health & Safety
Agenda

• Cargill background and operations overview
• ZERO Harm journey
• Engaging leaders with safety
• Making bold decisions to remove motor vehicle hazards
• Our progress and next steps
Cargill Background
Cargill at a glance

225,000 Employees and Contractors
1,500 Facilities

Speaking 65+ languages

Located in 70 countries

153 years of experience
# Cargill’s financial ranking in the U.S.

<table>
<thead>
<tr>
<th>2018 FORTUNE 500 ranking of largest U.S. corporations (Revenue in U.S. $ billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.</strong> Walmart</td>
</tr>
<tr>
<td><strong>2.</strong> Exxon Mobil</td>
</tr>
<tr>
<td><strong>3.</strong> Berkshire Hathaway</td>
</tr>
<tr>
<td><strong>4.</strong> Apple</td>
</tr>
<tr>
<td><strong>5.</strong> UnitedHealth Group</td>
</tr>
<tr>
<td><strong>6.</strong> McKesson</td>
</tr>
<tr>
<td><strong>7.</strong> CVS Health</td>
</tr>
<tr>
<td><strong>19.</strong> Walgreens Boots Alliance</td>
</tr>
<tr>
<td><strong>Cargill</strong></td>
</tr>
<tr>
<td><strong>20.</strong> JP Morgan Chase</td>
</tr>
</tbody>
</table>
Our purpose: To be the leader in nourishing the world in a safe, responsible and sustainable way.
ZERO Harm Journey
How our journey began
Pursuit of zero: Building Leadership Engagement

Outside In
- 1st Generation HOP: Sydney Dekker
- 2nd Generation HOP
- Outside In: Alcoa
  - Paul O’Neill

Inside
- Decision Making Research
- Executive Coaching
- Joined NETS

Cellphone Ban
- Cargill Reorganization
- 2nd Gen SIF Tools
- EHS Strategy and Transformation

Present
- FY 2011
- New CEO
- SIF Metrics
- HOP Leadership Training
- Lifesavers
- Life Offering Injury and Fatality Elimination
- 1st Gen SIF Tools
- SIF Reviews
- Focus on LIFE
- Lifesavers Conference: Bold Decisions - Improving Motor Vehicle Safety at Cargill
Cargill’s focus on vehicle safety

Our commitment to eliminating fatalities at work:

- 90% of all Cargill fatalities are related to one of these 12 LIFEsavers activities
- The leading cause of work related fatalities at Cargill is vehicle traffic incidents
Engaging leaders with safety
Leading with safety to achieve ZERO Harm

1. SAFETY PERFORMANCE LEADS BUSINESS PERFORMANCE

2. SAFETY LEADERSHIP STARTS WITH ATTENTION TO SERIOUS INJURIES AND FATALITIES

3. LEADERSHIP SETS SAFETY IMPROVEMENT IN MOTION

4. CULTURE SUSTAINS PERFORMANCE – FOR BETTER OR FOR WORSE

5. SAFE DECISION MAKING IS BUILT ON THE UNDERSTANDING OF CORE SAFETY CONCEPTS

6. UNDERSTANDING THE ROLE OF BEHAVIOR IN SAFETY PERFORMANCE IMPROVEMENT

7. COGNITIVE BIAS AFFECTS SAFETY DECISIONS
Making bold decisions to remove motor vehicle hazards
Getting to ZERO requires bold decisions

Drivers must not use mobile/cell phones while driving on behalf of Cargill, including hands-free devices, except when the vehicle is parked in a safe location.

Mobile GPS navigation may be used when programmed, and secured, prior to travel.

Effective January 1, 2017
How we got there, working with our leadership team

• Initial resistance to a cellphone mandate
• There were some cracks in that armor, a few businesses had already banned cellphones
• Analyzed data from NETS, NSC and University of Utah
• Our leadership team’s turning point:
  o Ok, let’s make this decision
  o One of the executive members made the safety case to the team
  o We polled our Executive Team

“We don’t want to wait until a tragic accident occurs before we change this policy.”

Dave MacLennan
Cargill Chairman and CEO
More than just a policy change…

Partnered with other parts of our business early to work through concerns

- **Sales and Commercial**: perceived potential for the loss business and productivity
- **Human Resources**: managing policy violations
- **Legal**: European Works Councils, personal calls and privacy issues

Modeled the changes six months before the ban went into effect

- **CEO and selected commercial teams**

Resourced the change

- Hired a third-party engagement vendor to help us
- Built training, change management and communications plans and materials
- Hosted safe driver fairs

...in some instances, we had to change how we work
Our progress and next steps
Bringing a seemingly small decision to life…

...meant we had to engage everyone
Helping leaders understand…

…by bringing the impact to life
Helping leaders understand…

- But many do it anyway.
  - 90% recognize the danger from distractions
  - 35% admitted to sending texts or email in previous month

- No.
  - Drivers with adult passengers have an extra set of eyes and ears, and adjust their talking when traffic is challenging.

- Absolutely not.
  - Hands-free devices do not eliminate cognitive distractions.
  - Drivers using a handheld or hands-free device are 4 times more likely to be involved in a crash.

…by debunking myths
People began to notice the changes we made

Media coverage:
• The Washington Post
• NBC

Community engagement:
• Hosted a safe driver conference with local NGOs, Minnesota State Police, and Senator Amy Klobuchar leading to Minnesota implementing hands free regulations on August 1, 2019
What’s next?

• Minimizing driving
• Fatigue management
• Journey management
• Improving driving performance
• Utilizing new vehicle technologies
• Looking at solutions to prevent distractions
Please evaluate this presentation using the Lifesavers Conference Mobile App.