



Introduction to Zero Harm

The purpose of the Zero Harm Culture model was to create, a consistent proactive culture for safety across all operations. By measuring, understanding and actively developing the prevailing safety culture at every site, it would foster a set of shared values enabling a step change in safety performance with an ultimate vision that 'Everyone goes home safe, every day, everywhere'

The four pillars of Zero Harm

Zero Harm is based on four pillars: **prevention, culture, compliance, and capability**. It requires a partnership between individual employees, managers, and the business as a whole to achieve the objectives of each pillar.

1. Prevention

We take a proactive approach to risk reduction through global programmes such as risk assessment, incident reporting, trending and root cause analysis, as well as our global hazard reporting tool (Safety Improvement Reports) to proactively identify and control site hazards.

2. Culture

Zero Harm relies on the engagement and behaviour of every employee. We use the Diageo Safety Culture Framework and consultation processes to assess and influence safety attitudes and behaviour at every site, placing particular emphasis on our leaders being role models for best practice.

3. Compliance

Our global risk management standards (GRMS) are designed to ensure that employees at every site have access to best practice guidance on health and safety. Managers at each site are required to ensure compliance with GRMS and legal requirements. This is assured for every site through regular formal independent assurance audits.

4. Capability

To ensure our people have the skills they need to deliver Zero Harm, we set global competency standards supported by global safety training programmes. Sites are also required to assess contractors' safety management systems and competencies to ensure they are sufficient to deliver Zero Harm.