



# Case Study Primark

The international retailer Primark, which offers the latest fashion, beauty and homeware, implements Safety Culture audits across its global group to support their "Safe Today. Safe Tomorrow." strategy.

## CLIENT PROFILE

Primark is an international retailer that offers the latest fashion, beauty and homeware at the best value on the high street. Primark opened its first store in Dublin in 1969 under the name Penneys and today operates over 400 stores in 14 countries across Europe and America.

## SAFE TODAY. SAFE TOMORROW.

At Primark, the health, safety and wellbeing of their colleagues and customers is a top priority. To help ensure their global business remain focused and aligned on this important work, Primark launched in 2021 their first ever business-wide safety strategy "Safe Today. Safe Tomorrow." Through this strategic initiative, and guided by a best practice framework, the Primark EHS team outlined key milestones, goals and objectives to ensure as a business, that Primark is proactively working towards their goal of no injuries or illnesses as a result of its activities and service. The Primark Health and Safety vision is to achieve these world-class safety standards throughout their global business which includes retail stores, offices and depots.

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Greg Ramsbottom, Head of EHS at Primark, is leading this world-class safety strategy through the global Primark Group. Greg and his team commenced the first phase of their Health and Safety Culture roadmap in 2019 and began the second phase early in 2021, which was spear-headed by their "Safe Today. Safe Tomorrow." strategy. Primark understand that Safety Culture is a journey, but workforce engagement and management commitment to leading safety effectively are key components in that journey.

"To bring our "Safe Today. Safe Tomorrow." strategy to life and support the business in achieving best-in-class status for workplace safety – it's essential that we all play our part."

Greg Ramsbottom, EHS Lead, Primark

## THE CHALLENGE

Primark's "Safe Today. Safe Tomorrow." strategy promotes an environment of high standards of Health & Safety compliance, continuous learning, and operational excellence. An important cornerstone of Primark's Safety Culture roadmap is the ability to accurately audit not just safety compliance, but also cultural measures such as behaviour, leadership and colleague awareness. The Primark EHS Team wanted to design a specific audit that reflected their safety vision and fit with their Safety Culture journey.

"Our previous audit was too focused on compliance only. We wanted to design and implement an external audit process that accurately captured and positioned our safety performance along compliance and behavioural pillars. We engaged SeaChange and TÜV Rheinland to help design and deliver a novel audit for our group because they have the experience, expertise and innovation to align with our Safety Culture roadmap."

Greg Ramsbottom, EHS Lead, Primark

## THE SOLUTION

Primark engaged the services of Safety Culture experts SeaChange and TÜV Rheinland to help in both designing and delivering a new EHS audit within the global group. In 2020 SeaChange-TÜV Rheinland, in collaboration with the Primark EHS team, designed, developed and implemented a novel EHS audit that was able to accurately measure both EHS systems and behaviours on a site per site basis across the Primark group. As their external safety partner, SeaChange-TÜV Rheinland provide Primark with the expertise to deliver this novel audit on an annual basis to all of their stores, depots and offices. This novel audit is able to assess both safety system compliance as well as Safety Culture performance to support the overall Primark Safety Culture roadmap.

"Primark are leading the way when it comes to the adoption of best practices, to both measure and grow Safety Culture within the retail industry. They understand the importance of personal accountability, leadership and behaviour when it comes to building a sustainable Safety Culture. We are happy to support Primark in their Safety Culture journey."

Dr. Paul Cummins, Managing Director, SeaChange Ltd.

"I had the pleasure of working with Primark as they implemented their "Safe Today. Safe Tomorrow." strategy, and I must say, I was thoroughly impressed with their commitment to safety and the steps they took to ensure that their employees and customers are protected. As a safety solutions provider, it was a pleasure to work with a company that places such a high value on safety and wellbeing."

One of the key strategies that Primark implemented was the development of a novel EHS audit that accurately measured both safety compliance and Safety Culture performance. This allowed the company to better assess their safety vision and make improvements where necessary. During the project, we worked closely with our Safety Culture partner SeaChange to upskill and provide an international group of expert auditors to deliver this highly valuable audit across Primark's global group.

Throughout my interactions with Primark, I was impressed by their strong leadership commitment to safety and their desire to continuously improve their Safety Culture. The team at Primark understands that safety is a journey, and they are committed to working towards best-in-class standards for workplace safety. Their focus on workforce engagement and management commitment to leading safety effectively are key components in this journey.

It is also important to note from my perspective that Primark has managed to also challenge us as an organization in a positive way. Our project management team had to coordinate international scheduling, give technical and leadership advice and also provide different layers of quality control. Through collaboration with SeaChange, we ensured that our auditing team understood the meaning of the novel audit's Behavioural Pillar and how it is reflected in the daily life in a store or a depot. We implemented specific training and communication processes and we are happy to recognize the great effort from all players on both sides, customer and provider, to ensure transparency and alignment when necessary."

Norbert Wieneke, Managing Director, AMD TÜV Arbeitsmedizinische Dienste, TÜV Rheinland Group

## THE RESULTS

Since launching the new EHS Audit, Primark have been able to better assess and support their overall safety vision through the interpretation of results. The new audit's ability to measure behaviours, leadership and overall Safety Culture in addition to compliance provides a much more accurate picture of where the business sits within their overall Safety Culture roadmap. The process provides key recommendations on both safety systems and safety behaviours, enabling a robust mechanism to assess progress and action key risk items as a result of each audit. The new audit fits very well with Primark's "Safe Today. Safe Tomorrow." strategy and supports site management in owning their own safety standards across the global business.

"Our priority is to set non-negotiable standards to be delivered and maintained by our colleagues for our customers and communities, resulting in an outstanding Health and Safety Culture. We trust and empower everyone to promote a positive and inclusive Health & Safety environment through continuous learning, cross-functional involvement and operational excellence."

Greg Ramsbottom, EHS Lead, Primark

TÜV Rheinland is a provider of Innovative Safety Culture Solutions through a licensing arrangement with SeaChange Ltd.

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