



Green Cross
for Safety
an **nsc** award



Green Cross for Safety® Awards 2026 Finalist | Advocate

Unilever North America Manufacturing: Building a Human-Centered Safety Culture

At Unilever North America, safety is more than a workplace expectation. It is a shared value that guides how leaders and employees work together every day. As manufacturing operations evolved, the organization recognized that sustaining safety excellence required more than procedures and compliance systems alone. Many workplace incidents were influenced by human factors such as risk perception, routine work, and decision-making, creating an opportunity to strengthen both individual ownership and organizational culture.

To address this challenge, Unilever launched a multi-year safety culture transformation that connected operational excellence, human performance, and leadership engagement. Through the Unilever Manufacturing System (UMS), teams strengthened standard work, hazard management, and continuous improvement practices across manufacturing sites. At the same time, the *UL BeSafe 2.0* Program helped employees identify error traps, improve risk awareness, and make safer decisions in everyday work.

Leadership commitment remained central to the effort. Through the *Together for Safety* program, executives regularly engaged with frontline employees, creating open dialogue around risk, learning, and prevention. In 2025, more than 40 executive leader visits were completed across manufacturing sites, reinforcing visible leadership commitment and shared accountability for safety.

This integrated approach has strengthened safety culture, increased proactive employee engagement, and helped create an environment where every employee plays a role in ensuring everyone goes home safe every day.