



ARAMARK'S SAFETY LEADER PROGRAM

An Investment in our
People and Culture



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“The Safety Leaders are the backbone of our overall safety program. I would like to thank all Regional and District Safety Leaders, both past and present, for helping us build our culture of care and drive our vision of Target Zero across the enterprise.”

Allan Fernandes, Vice President,
Global Safety & Risk Solutions

INTRODUCTION

Caring is the new currency in the hospitality industry, and nothing demonstrates care quite like keeping someone safe on the job.

Our clients and guests rightly expect that we do our jobs well and safely—and at Aramark, we set the highest expectations for ourselves. As we create experiences that matter, we must also ensure that our own people, our number one asset, go home the same way they came to work.

We’re serious about safety, and that philosophy has become engrained throughout our global operations. This success is due in large part to the **Safety Leader Program**, a network of about 400 employees who are the voice of safety across every region and every line of business in the United States. Over the last 15 years, the program has

become essential to sustaining the strong organizational safety culture at Aramark, as well as offering an opportunity to grow our pipeline of emerging leaders.

“We can’t say we’re a hospitality company and not make sure our own people, clients, and customers are safe. The Safety Leaders are the army in the field that helps us do exactly that,” says Lara Malatesta, Vice President, Food Safety and Management Systems, who helped set up the program back in 2008.

Our Safety Leaders have become the key to ensuring safety on the front lines, every single day—reinforcing our vision of being the most admired employer and trusted partner in the hospitality industry. This case study will illustrate how the Aramark Safety Leader Program expands upon the traditional “champion” model to yield extraordinary business results in the realms of safety, talent management, and beyond.

THE BACK STORY: SOLD ON SAFETY

Safety never takes a break. For our safety efforts to be truly effective, everyone must have the knowledge, skills, and tools to keep themselves and others safe every day. A strong safety culture is achieved when safe habits become second nature, when any potential risks can be spotted and mitigated promptly, and when our associates learn from any incidents that do occur.

The Aramark Global Safety and Risk Solutions (S&RS) team was born as an internal consultancy in 2006, in a strategic effort to improve safety from within. S&RS had safety covered at the corporate level, but it wasn't feasible to hire people in safety-specific roles in every line of business and every location it would be needed—that is to say, everywhere.

So, we turned to people who were innately qualified to stand up for safety: Our own operators in the field. The new Safety Leader Program elevated these emerging leaders and tasked them with promoting safety throughout the enterprise, one district or region at a time. After all, “People want to hear this stuff from their peers, not just from the top-down. It’s always better when the field’s involved,” says John Hanner, President of Aramark Facilities Management, a longtime advocate of the program.

The Safety Leader Program was intentionally designed to support both safety and leadership development. By cultivating leaders and increasing employee engagement around safety, we were convinced we could have an impact on safety and other business results.



HOW THE SAFETY LEADER PROGRAM WORKS

It's easy to call our Safety Leaders "safety champions"—and while they certainly are, the Aramark model is more formal and rigorous than a traditional workplace champion program. When the program first launched, we selected one or two Safety Leaders for each line of business. Today, with its concept proven, the network has grown to nearly 400.

Who are the Safety Leaders?

They are universally high performers, or "rock stars," in the field. In most cases, they have firsthand operations experience that gives them the context to authentically communicate safety messages. Meanwhile, they aspire for growth and crave the new opportunities inherent in the Safety Leader role.

Our Safety Leaders often come recommended by their supervisor or another senior leader. Ultimately, they are selected and approved by their District Manager and/or Regional Vice President. We stagger transitions and ensure overlap between outgoing and incoming Safety Leaders, to sustain safety efforts while simultaneously minimizing disruption.

How are Safety Leaders trained?

A safety background is not needed to become a Safety Leader, although candidates are often known for their passion around safety. That passion is just

as useful as the actual safety knowledge they will gain as a Safety Leader. The training curriculum includes instruction in the technical aspects of safety, as well as the leadership skills that will help them be most effective as a Safety Leader—and in future roles.

The onboarding process includes a robust set of training and materials, plus any relevant people, food, and environmental safety training the Safety Leader doesn't already have. This foundation is complemented by monthly training calls, so our Safety Leaders are always up to date with safety best practices and new initiatives. They also have 24/7 access to an intranet chockfull of safety resources.

What do Safety Leaders do?

Each of the roughly 350 District Safety Leaders and 40 Regional Safety Leaders is the go-to safety person for the entire district or region in their line of business for a two-year term. The Safety Leaders support, facilitate, and coordinate core safety processes, bridging the gap between corporate policies and protocols and everyday behaviors in the field. The role is a combination of ad hoc support, such as supplying safety information for a report or pointing a colleague to a relevant safety resource, and structured activities (see Weekly SAFE Review Calls on page 6).

Once in the role, Safety Leaders keep their day jobs while forming a “dotted line” relationship to the corresponding business leader. This model grants them additional visibility with their line of business leadership.

SAFETY LEADER RESPONSIBILITIES

1



Training

- Building knowledge through on-boarding and monthly training
- Leverage existing S&RS resources (ex: SL resource guide)
- SAFE Leadership Conference

2



Communication

- Serve as conduit between S&RS, RVP, and operations
- Stay informed: S&RS updates, Significant Safety Events, Dashboards and Push reports

3



Incident Review Calls

- Facilitate process, engage the region
- Ensure alignment with S&RS

4



SAFE Assessment Process

- Support as outlined by the business/S&RS

Weekly SAFE Review Calls:

A hallmark of the Safety Leader Program is the SAFE Review Call, held weekly in each district and region. These 30- to 60-minute meetings are led by the Safety Leader and attended by dozens of operations managers, plus the District Manager/Regional Vice President and a member of the S&RS team.

Teams use this time to review one or two impactful safety incidents from the past week. The original focus was on preventing injuries. But as the program has evolved, the incident reviews may touch on food safety, allergen safety, or environmental safety events, as well.

By unpacking high-risk or highly relevant incidents, our teams learn firsthand how small, simple steps can change, even save, someone’s life. “The idea is to learn from the mistakes and share the best practices so we can prevent future ones,” says Safety Leader Ercilio Marte, Facilities Quality and Standards Manager, Providence School District. “There’s always a takeaway from any incident.”

Any weekly status call runs the risk of becoming rote or formulaic—but the SAFE Review Calls are known for their high value and engagement. Our Safety Leaders strive to make the content as relevant as possible to their audience. For example, a Facilities Safety Leader based in New England may talk about safe use of generators come wintertime.

Meanwhile, a Safety Leader in Collegiate Hospitality, seeing precipitation in the forecast, may share tips for preventing slips, trips, and falls on rainy game days.

These calls are owned by the Safety Leaders, but a safety expert from S&RS is always there to support and coach them, even debrief one-on-one afterward to help them improve their meeting facilitation and other skills.

How are Safety Leaders managed and rewarded?

Safety Leaders are evaluated based on progress toward an established SAFE Engagement Plan, the injury rate for their district or region, food safety outcomes, and other key performance metrics as well as feedback from District/Regional/Corporate representatives. They are eligible for a small financial incentive annually—although Safety Leaders consistently report that compensation is not what drives them to excel in the role.

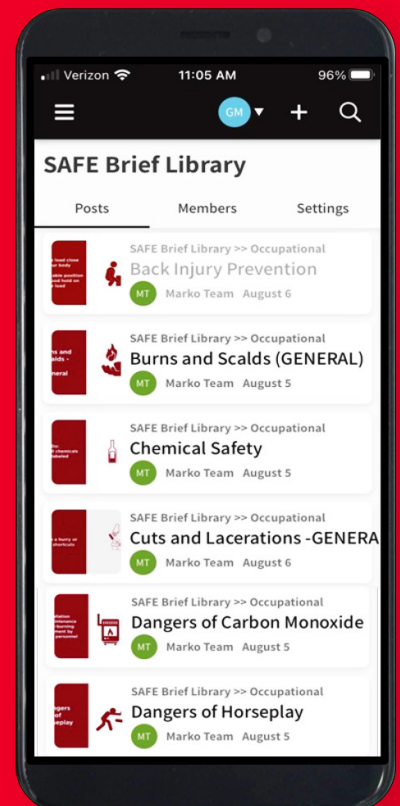
In keeping with the spirit of the program, the Aramark S&RS team honors our Safety Leaders through the SAFE Leadership Conference. The flagship event, equal parts celebration and continuing education occurs biennially.

“It’s a reciprocal relationship,” Malatesta explains. “We’re relying on the Safety Leaders to go above their daily jobs, so we need to provide the tools, resources, professional development opportunities, connectivity and visibility to keep them successful.”



TOOL OF THE TRADE

Aramark Safety Leaders are responsible for driving SAFE Engagement compliance, those activities known to drive positive safety results, within their lines of business. We’ve made that a whole lot easier with the Marko mobile app, which provides frictionless access to our suite of data, tools, trainings, and other safety information. With the Marko app, operators can complete routine self-assessments, refresh their knowledge of safety best practices, and report safety incidents—right from their phones. “The Marko app tool has definitely propelled us to the next level of safety in the field,” attests Marte.



OUTCOMES: SAFER WORKPLACE, STRONGER LEADERS

Even before it began to yield results, there was a distinct sense that the Safety Leader Program model would be immensely powerful. Since 2008, our safety metrics have consistently improved year over year—and the safety impact extends well beyond the Aramark workforce to our clients' employees and other contractors we collaborate with, plus of course our guests.

A safer workplace is just the beginning of the transformative results that can be attributed to the Safety Leader Program.

1. We've evolved and reinforced our safety culture.

We can make safety information available to employees, but engagement in safe behaviors is arguably the more important half of the safety equation. Thanks to our Safety Leaders, it is well understood that everyone is responsible for preventing safety incidents—not just people in formal safety roles. Step into any location, in any region, in any line of business and you will feel the commitment to safety excellence. The work of the Safety Leaders even sticks with employees off the clock, such as remembering safe ladder use at home.

Ellen Wilson, Chief Growth Officer, Workplace Experience Group, was among the inaugural group of Safety Leaders. In her long tenure with Aramark, she has held progressive roles across multiple lines of business, giving her a long-ranging perspective of the program's impact. "Over time, safety has gone from something

people *had* to do to something they *wanted* to do, because they understood the importance and the human connection," she shares.

Wilson points out that the company does an excellent job of celebrating small safety wins, not just correcting missteps. "It's just as important to 'catch' people doing things right, like wearing their slip-resistant shoes or reporting a loose floor tile so it can be repaired," she says.

INSIDE A SAFETY MOMENT

At Aramark, every call or meeting with three or more participants begins with a brief anecdote or reminder about safety. These Safety Moments are often seasonal, and even personal.

A summertime Safety Moment might center on proper sunscreen application, while back-to-school season is an opportune time to remind drivers about stopping for school buses. Every Safety Moment reinforces safety awareness and our commitment to a positive safety culture where we work, play, and live.

2. Safety has a seat at the table.

The grassroots nature of the Safety Leader Program has given our safety operations a newfound credibility, in a way that only peer-to-peer influence can achieve. Today safety is viewed as a core, integrated business function—right alongside sales or finance—and the S&RS team is a key partner within the organization. As Nick Fritz, Director, Safety & Risk Solutions, Workplace Hospitality, puts it: “We no longer have to sell the idea of safety. It’s part of our operational DNA.”

3. We’re making continuous improvement toward Target Zero (no harm to people or the environment).

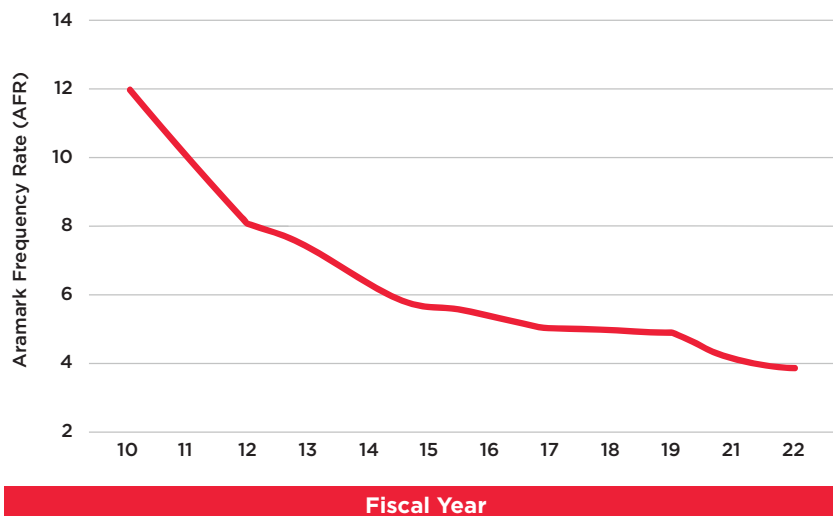
Since the Safety Leader Program was launched, Aramark’s total injury frequency rate has improved by 68%. That marks 14 consecutive years of safety improvement, a testament to our well-honed policies and processes and the influence of the Safety Leader Program.

The Safety Leaders provide a steady drumbeat of safety information to the field. They help the S&RS team identify challenges and develop corrective solutions to protect people and the environment.

Finally, the Safety Leader network serves as a barometer for future safety programs and initiatives—such as what works best in terms of messaging, timing, and implementation.

“Safety Leaders are a crucial part to making sure something not only gets rolled out, but that it’s sustained and successful in the long term.”

Frank Chapa, Director, Safety & Risk Solutions and Lead for Safety Leader Program



4. We're cultivating future leaders.

Safety Leader Program participants leave us as better leaders, with safety instilled as a core value. The experience is designed to impart critical professional skills that will serve participants well in their careers:

- Accountability and leading by example
- Influence without formal authority
- Effective communication
- Multitasking and prioritizing
- Public speaking
- Meeting facilitation
- Attention to detail
- Anticipating and preventing problems
- Networking with peers
- “Managing up” with business leaders

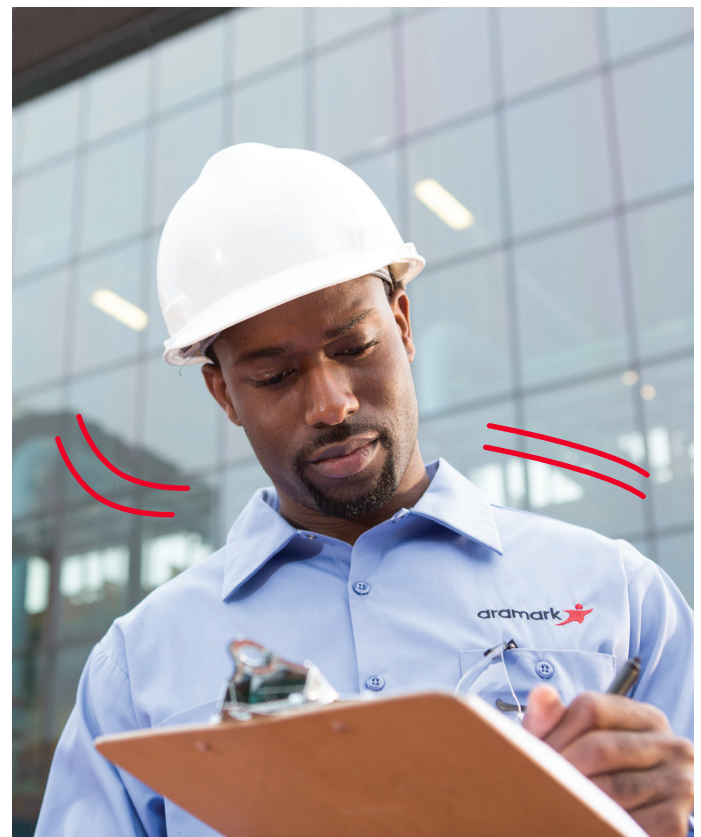
Current and former Safety Leaders are quick to note that the role gave them a fresh, 360-degree view of the company they would not have had otherwise. This exposure to leadership, combined with strong peer relationships, has proven to be a winning formula for career growth. “It’s great to have visibility and connection points with your leaders. When I was a Regional Safety Leader, my Regional Vice President was Marc Bruno, who is the COO of the company now. That’s pretty cool,” says Fritz, now a member of the S&RS team.

The Safety Leader role comes with high expectations, but also high personal and professional rewards. People who are good at safety, we’ve found, tend to be equally adept at people management and operational management. Having seized the opportunity to showcase their natural talents, many have gone on to higher roles within Aramark.

As Marte, a District-turned-Regional Safety Leader, puts it: “That’s what I love about Aramark. The only one that holds you back is you.”

Perhaps the most compelling proof point: Filling open Safety Leader positions has become highly competitive, which is unusual for what is essentially a volunteer role. “Even people in non-operations roles are saying, ‘I want to be a part of this, how do I get involved?’” attests Fritz.

The intense interest ensures not only that more people get to become Safety Leaders, but that we don’t exhaust our high performers. It’s all too easy for someone to stay in the role for longer than planned, which can lead to burnout. When their two-year stint is complete, we want them to move on to bigger and better things—and make way for the next class of Safety Leaders.



“My time as a Regional Safety Leader created a solid foundation that I could build upon for all the roles that followed.”

**Ellen Wilson, Chief Growth Officer,
Workplace Experience Group**

5. We’re building a pipeline for safety leadership, too.

It’s no coincidence that several former Safety Leaders have ended up on the Aramark S&RS team. “When positions become available, we are able to cherry-pick people we know will perform,” says Chapa, who manages the program today.

But no matter where their careers take them, our Safety Leader alumni carry their commitment to safety with them. In other words, they continue to be safety advocates, helping to cultivate Aramark’s safety culture and improve our safety IQ across the board.

6. Safety improves employee morale.

The Safety Leader Program generates mutual respect and camaraderie among participants, the S&RS team, and the business leaders they informally report to. More broadly, safety shows that we care about our people—and when employees know that their wellbeing matters to leadership, it inevitably has a positive impact on performance. As Marte puts it: “You know Aramark will never put you in harm’s way. You’re safe with us.”

7. Safety fuels business growth.

Complying with safety regulations is just the baseline. Coming out of the COVID-19 pandemic, companies realize more than ever that an investment in safety is an investment in employee engagement, customer satisfaction, and risk management, among many other business outcomes.

With the Safety Leader Program as a powerful differentiator, Aramark is well poised to deliver on safety. This competitive advantage has become essential for landing new business and retaining existing clients. With our years of experience and suite of safety resources, clients can count on us to bring safety to the forefront of their operations—the value of which is incalculable.

MANAGING COVID-19

We were never more thankful for the Safety Leader network than when COVID-19 hit in 2020. Thanks to this critical infrastructure, Aramark could proactively manage the challenges of the pandemic and roll out new, nimble solutions for our clients and guests.

Safety Leaders across the United States rallied together to help figure out best practices, help source supplies, and cascade information to their respective districts and regions—all while continuing to provide a best-in-class level of service.

At the time, Wilson was an RVP in the Northeast region, which was in many ways Ground Zero for our COVID-19 response. “Our Safety Leaders really rose to the occasion, even though there was no COVID playbook. They’re the unsung heroes of that effort,” she says proudly.

Ellen Wilson, Chief Growth Officer,
Workplace Experience Group



KEY TAKEAWAYS

Over the years, the Safety Leader Program has taught us many lessons about how to keep our more than 200,000 employees safe and engaged on the job. The proven program model, and its key takeaways, can be replicated across other enterprise-wide business functions.

1. Measure for best results.

When we set concrete goals, it shows what matters to us as a company. When we consistently measure our progress, it shows that we’re serious about achieving those goals. This is the essence of our company-wide safety journey, and the stage on which the Safety Leader Program has thrived.

2. Lead by example.

Safety Leaders have informal leadership without formal authority. To carry out their goals, they must have the unwavering support of their respective business leader, who can set expectations for safety and hold others accountable.

3. Don’t be afraid to share mistakes.

Every incident is an opportunity for education, correction, and prevention.

4. Celebrate successes.

Employees should be heralded for their safe behaviors, in the moment if possible.

5. Encourage multi-way communication.

Safety is front and center at Aramark because we consistently share information outward, upward, and downward. This approach is useful for both disseminating information and collecting feedback.

6. Get the field involved.

When frontline managers and associates have the chance to participate and share ideas for an initiative, it leads to greater alignment and a sense of ownership.

7. Embrace change.

As much as we would love for Safety Leaders to serve in their roles indefinitely, the “changing of the guards” every two years is an important part of the program, helping to keep the energy up and open the highly coveted opportunity to new candidates.

SUMMARY: LEADING WITH SAFETY




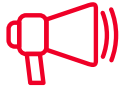


The Aramark Safety Leader Program is essential to establishing and sustaining our authentic culture of caring, while providing personal and professional growth opportunities for rising stars. The program perfectly encapsulates our unique approach to hospitality, as well as our commitment to creating safe environments for associates, clients, customers, stakeholders, and the communities we serve.

Now that the Safety Leader Program has reached maturity, what’s next? As with safety itself, its future success rests on continual improvement. We are constantly looking at how Safety Leaders can support safety outcomes for our business, and how they are incentivized to drive that change.

Chapa says: “We will continue to water and feed the Safety Leader Program. We will keep adding skills to their toolbelt, recognizing them for their contributions, and giving them opportunities to shine.”

ARAMARK'S SAFE POLICY

The Safety Leader Program exemplifies the broader safety principles that shape everyday behaviors at Aramark. To achieve Target Zero—no harm to people or the environment—we are guided by the Aramark SAFE™ Management System, our common framework for operating safely, managing risk, and achieving our food, people, and environmental safety goals.

ARAMARK'S SAFE PRINCIPLES	
 Lead a Culture of Safety	 Do the Right Thing
 Engage and Educate Employees	 Stop and Speak Up
 Keep Learning and Growing	 Source Safely and Responsibly

ABOUT ARAMARK

Aramark (NYSE: ARMK) provides food, facilities, and uniform services to millions of people, in 19 countries around the world, every day. Rooted in service and united by our purpose, we strive to do great things for each other, our partners, our communities, and our planet. Learn more at www.aramark.com and connect with us on Facebook, Twitter, and LinkedIn.

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