



Case Study: Major Supermarket - National FMCG Distribution Centres

Industry: Transport & Logistics

Distribution Centre activity revolves around specialised warehousing and is the foundation of a supply chain network. Many safety sensitive roles, associated equipment, machinery and heavy goods vehicles are involved with distribution centres, so health and safety of workers is paramount. Ensuring that people in and around safety sensitive roles make good decisions is essential to providing health, well-being and safety in the workplace – here's an example of a Distribution Centre for a large nationwide Supermarket taking things seriously.

THE BUSINESS CASE

This Distribution Centre already had a drug screening program in place for suspicion and post-incident testing which required an external third-party provider to attend for screening.

Some issues faced were: time delays and associated costs with waiting for a tester to arrive, contributing to unproductive time for the team member, supervisor and business in general, along with the cost of the service. This also contributed to cultural perception of a reactive approach to the Drug and Alcohol Policy rather than a true proactive health, well-being and safety culture.

After identifying a need to improve processes on this 24/7 site, the following aims were established: minimise downtime and lower the associated costs involved. To achieve this, it was decided to investigate the benefits of bringing the drug and alcohol program in-house and extending its scope. The extension referring to random testing in addition to suspicion and post-incident testing.

Specific objectives included putting health, well-being and safety a priority, along with improving cost effectiveness and operational streamlining.

As is the case with investigating and implementing change, new or different ways of working can be challenging to absorb, so being convinced of the holistic value at a decision-making level was what need to be achieved.

THE SOLUTION

When looking at what options were available, Pathtech was considered by the People and Culture and Safety team because; **“when in doubt, you go with the best, and a key factor after initial engagement was Pathtech’s ability to partner with us and assist at every stage – they have been invaluable in helping us get this off the ground.”** – Comments from the People and Culture Manager involved in the implementation.



“The DrugWipe S already had a reputation for being a superior product from awareness in previous workplaces as well as being the device all Police Jurisdictions around the country use in roadside screening. When compared with other cheaper devices it became evident why organisations choose it – it is user-friendly, accurate, easy and quick – it’s so practical and cost effective. It was easy to see that not all devices are the same. Once we challenged our internal mindset and saw how we could benefit both operationally, financially and culturally, the process was remarkably smooth.” – Comments from the People and Culture Manager involved in the implementation.

KEY OUTCOMES

As has been highlighted already, benefits have been achieved in financial, operational and cultural areas.

From an operational perspective, there has been a significant reduction in operational downtime. Not only does this contribute to an increase in productivity but also to the financial gains of the business. Further financial gains have been made in reducing the cost of the testing itself. By moving to an in-house approach, the elimination of the third-party provider testing cost, added with the other financial gains are in excess of \$60,000 per year. This is for one site. When this figure is extrapolated across 12 sites nationwide, the gains for the organisation are sizeable indeed.

From a workplace culture perspective, the pleasantly unexpected results are that testing is becoming embedded into day to day operations and is not only expected but welcomed by staff, in the belief that this is another way of being treated with respect and care at work, also ensuring all are interested in reducing harm minimisation so that everyone can get home at night to their families.

“The internal feedback has been extremely positive and if I were to offer any words of advice to similar industries, I would say just do it – be open, be supportive and back your team to do the right thing. This is something I was originally sceptical about, but I can honestly say it was the right thing to do”. – Comments from the People and Culture Manager involved in the implementation.