



***FORWARD
IN FOCUS***

Bend Without Breaking

Practical Strategies for Reducing Ergonomic Injuries

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No single solution removes ergonomic risk

The strongest strategy layers capable people, safer work design, equipment and performance visibility.

PREPARE

- Occupational Athlete training and observations
- Five-minute warm-up
- Body-mechanics coaching

REDUCE

- Lower case weights
- Limit hand-truck cases
- Use pick tools
- Improve slotting

ASSIST

- Brakes on hand trucks
- Powered hand trucks
- Center-ride EPJs
- Liftgates and ramp assists

VERIFY

- Safety TMIs
- Reporting available
- Scorecard and dashboard

Occupational Athlete builds practical body-mechanics habits

Prepare for physical work, use the power zone and reduce avoidable strain throughout the shift.

TRAINER'S GUIDE:

SELECTOR – BODY MECHANICS



CORE BEHAVIORS

- Warm up before physical work
- Keep loads close and work in the power zone
- Brace and breathe; tighten the core
- Hinge at the hips and maintain a neutral back
- Pivot and step instead of twisting
- Use three points of contact
- Ask for help or change the method when needed

Five minutes to prepare the body for the work ahead

Controlled movement within individual capability. Do not overexert.

WARM-UP ROUTINE

WARM-UP ROUTINE(S):

- Increase Body Temperature
- Increase Joint Mobility
- Increase Blood Circulation
- Link Skeletal and Nervous System

SO THAT:

- Range of Motion Increases
- Motor Development Increases
- Improvement in Body Mechanics
- Risk of Injury Is Reduced

GOAL:

Conduct non-invasive, physical movements that prime the body to conduct job tasks in a safe and efficient manner.

1 MARCH IN PLACE

- Elevate knee to waist level
- Return to standing stance
- Alternate movement to adjacent side

20 REPS EACH LEG

2 SUNRISE SHOULDER

- Extend arms out to side
- Elevate hands over head
- Return hands to side

20 REPS

3 SIDE BENDS

- Extend arms overhead
- Bend at waist to the side
- Alternate movement to adjacent side

20 REPS

WARM-UP ROUTINE

4 STRAIGHT LEG BACK LIFT (W/ BAND)

- Step on band
- Spread feet to shoulder width
- Grasp band with hands
- Keep legs straight
- Bend forward at waist
- Return upright

15 REPS

5 MICRO SQUAT (W/ BAND)

- Step on band
- Spread feet to shoulder width
- Grasp band with hands
- Descend by bending knees
- Return upright

15 REPS

6 BACK ROW (W/ BAND)

- Step on band
- Spread feet to shoulder width
- Grasp band with hands
- Bend knees and lean forward at waist (hold)
- Extend arms straight
- Pull arms toward torso

15 REPS

7 CHEST PRESS

- Stand upright
- Wrap band around rear torso (posterior)
- Grasp band with hands
- Extend arms away from torso
- Return arms towards torso

15 REPS

SUGGESTED ROUTINE: Each BODY movement should be conducted with 20 repetitions (each side, if applicable). Each BAND movement should be conducted with 15 repetitions.

ESTIMATED TIME: 5 minutes

IMPORTANT: While performing these exercises, it's important to:

- Maintain controlled movements
- Move within your capabilities
- Don't overexert yourself

Driver Excellence makes body mechanics job-specific

Practice the methods on the equipment and surfaces drivers use every day.

BODY-MECHANICS STATION

- Warm-up exercises
- Power zone, lifting and lowering
- Bridging, pivot and step
- Loaded hand truck on ramps and stairs

ACCESS & EQUIPMENT

- Three points of contact
- Rear and side doors
- Landing gear operation
- Hand and body placement
- Safe ramp/liftgate operation

LEARNING METHOD

- Demonstrate the task
- Practice the task
- Coach in the moment
- Reinforce through field observations

Reduce the demand before relying on perfect technique

Design the task so fewer lifts require overreach, excess force or unstable loads.

When you must reach into a 01 slot, use a pick stick, slide case to you and watch your head.



Selecting from 03 slots use same process~ pick stick and slide the case to you.



EXPOSURE-REDUCTION LEVERS

- Limit shift length for new drivers and selectors
- Use pick tools to reduce overreach
- Improve slotting for heavier product
- Reduce third-level pick slots
- Strive for case weights below 60 pounds
- Average 8–10 cases on hand-truck loads
- Stack for visibility and control
- Use the right equipment for stairs, ramps and distance
- Coach layer selecting; avoid pyramid selecting
- Use a forklift for full-pallet quantity picks

Use technology where the route creates the greatest strain

Powered stair climbers can reduce manual effort on difficult customer access points.



ROBO-STAIR CLIMBERS

- Support loaded hand trucks on stairs
- Keep loads strapped and balanced
- Match equipment to the route and load
- Train operators and inspect equipment before use
- Evaluate access, storage, charging and maintenance needs

Center-ride EPJs reduce fatigue on the body

Equipment design can help lower strain while supporting consistent product flow.



CENTER-RIDE EPJ

- Provides a ride-on platform for material movement
- Power steering and a backrest support ergonomic operation
- Reduces repeated walking compared with walk-behind movement
- Keeps the operator within a protected operating position

Reduce the force required to unload

Prioritize controls that remove repeated climbing, pulling and lifting demands.



LIFTGATES

- Approximately a quarter of the fleet has liftgates, based on the supplied estimate
- Reduce repeated ramp travel and wear on drivers

RAMP CONTROLS

- Lift assists can reduce setup force
- Braked two-wheelers help control descent
- Inspect ramps during pre-trip

Safety TMI observations turn body mechanics into an observed standard

Reinforce safe methods where lifting, pushing, pulling and product movement actually occur.

OBSERVE AND COACH

- Use trends to target follow-up coaching
- Focus on body mechanics and pick-tool use
- Observe the back of truck and customer delivery path
- Check hand-truck load size and control
- Recognize safe methods and correct risk in real time

BACK OF TRUCK (BOT) BODY MECHAN

Total Progress 4/53
Category Progress 4/4

BACK OF TRUCK (BOT) BODY MECHANICS Maintains solid foot placement and braces upper body with hand/arm when reaching forward	Y N/A N
BACK OF TRUCK (BOT) BODY MECHANICS Gets close and brings product into Power Zone (between shoulders and mid-thigh) before lifting; avoids reaching over product pallets and obstacles	Y N/A N
BACK OF TRUCK (BOT) BODY MECHANICS When placing product, maintains solid footing and steps to rotate; avoids twisting at waist	Y N/A N
BACK OF TRUCK (BOT) BODY MECHANICS Squats down to keep product close when lowering; does not reach over bent knees	Y N/A N

Task that was coached during this observation:
☐ IMMEDIATE COACHING REQUIRED ☒ NO ACTION NECESSARY
☐ RETRAINING REQUIRED

Comments Required: 20 / 250
Better than before.

Recommendations: 0 / 250

OBSERVATION SCORE: Y:2 N/A:0 N:2

SUBMIT

Immediate response to ergonomic injuries

Provide quick and effective care when discomfort or a minor ergonomic injury is reported.

CALL THE NURSE IN THE CRITICAL HOUR

- Axiom telephonic nurse can recommend first aid or self-care for minor ergonomic injuries
- Call the nurse no matter how minor the injury or discomfort
- Equip first-aid rooms with heat packs, ice packs, Biofreeze and approved OTC pain relievers
- Nearly 60% of ergonomic injuries result in no medical clinic visit



Use data to focus resources and hold the system accountable

Move from scattered measures to a clear view of exposure, completion and results.

TABLEAU

- Drill into injury and activity trends
- Identify markets and tasks needing attention
- Target Safety TMI observations and training focus areas

SAFETY SCORECARD

- Occupational Athlete training completion
- Incident rates and trends
- Program completion
- Driver Excellence reporting
- TMI Safety Observations Completion

RESULTS

- Measure reduction in ergonomic injuries over time

Next: scale what works

A practical sequence for stronger ergonomic control.

1

STANDARDIZE

Occupational Athlete, warm-up and Driver Excellence expectations

2

TARGET

Use Tableau, Safety TMI observations and injury trends to identify the highest exposures

3

ENGINEER

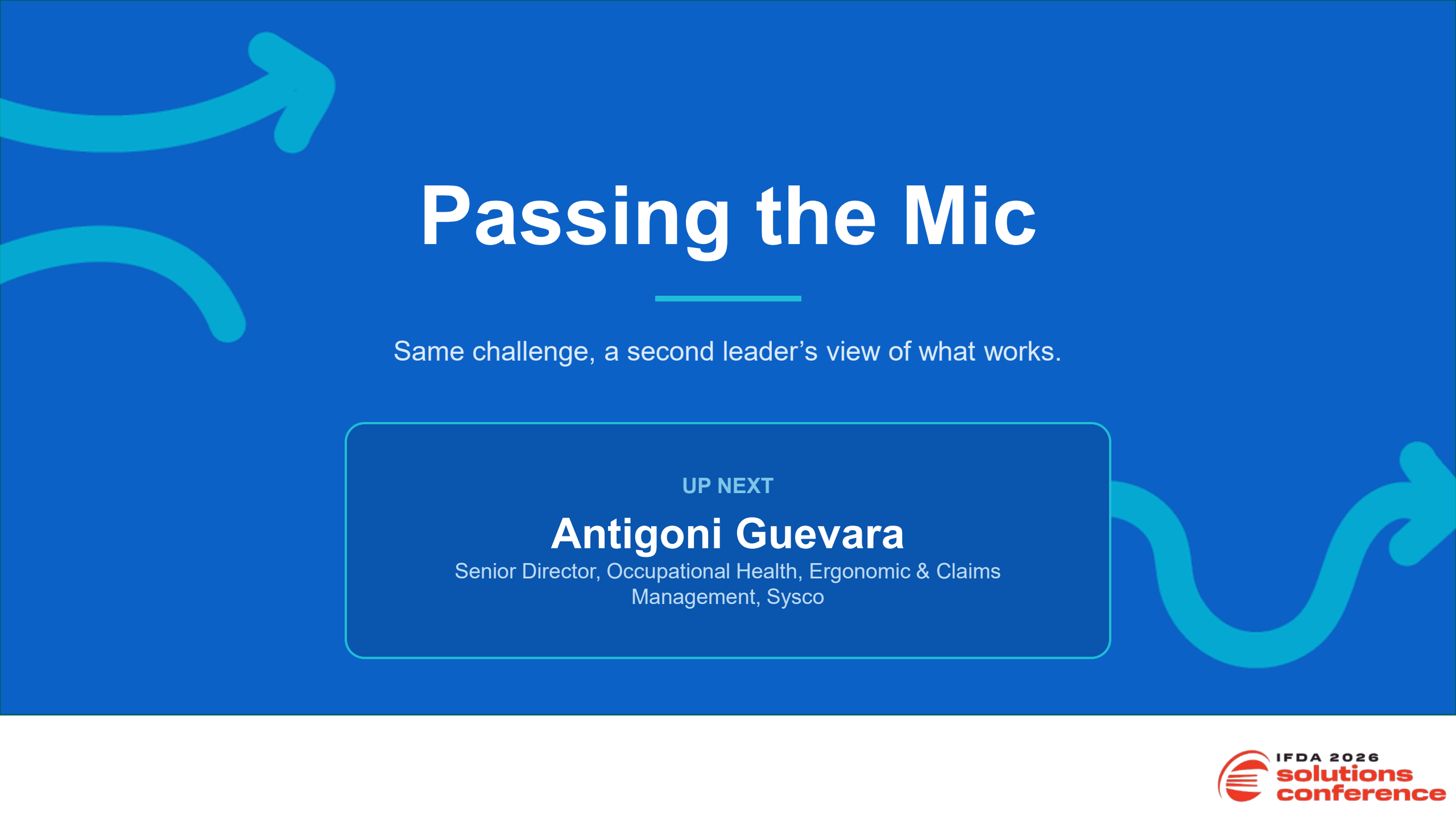
Expand the right mix of pick tools, powered hand trucks, EPJs, liftgates and ramp controls

4

MEASURE

Track completion, execution quality, exposure reduction and incident results

THE GOAL: LESS FORCE • LESS OVERREACH • LESS REPETITION • BETTER CONTROL



Passing the Mic

Same challenge, a second leader's view of what works.

UP NEXT

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WHERE THIS STARTED

A nurse practitioner walks into a warehouse.

That was me, 18 months ago.

I was tasked with leading ergonomics strategy and execution for the entire Sysco organization — a new challenge, and a chance to bring a clinician's eye to how injuries happen.

MY BACKGROUND

Nurse practitioner by education.
Trained in clinical care — not
industrial engineering.

THE ASSIGNMENT

Own ergonomics strategy and
execution across every Sysco site,
enterprise-wide.

THE APPROACH

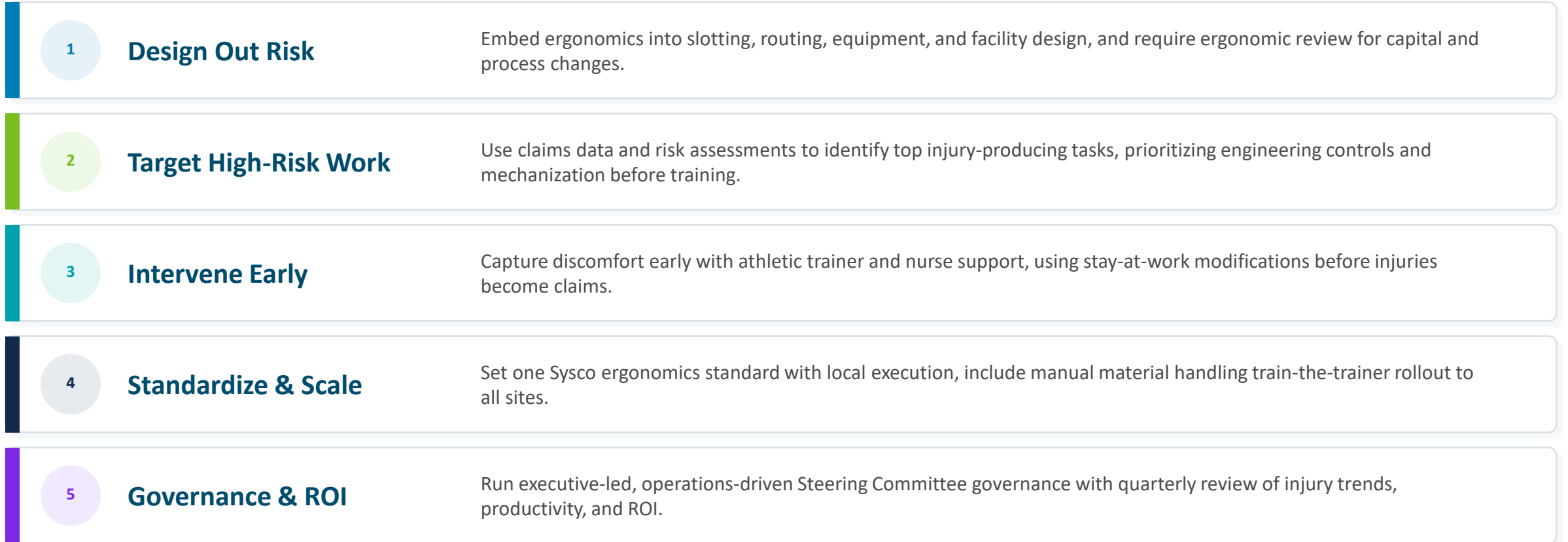
Start where the work happens:
listen, learn the operation, and
design the risk out.

Eighteen months in — here is what we have built so far, what is working, and where we are headed.

Sysco Ergonomics Strategy

Design risk out of work — not just train around it.

5-PART OPERATING MODEL



EXECUTION CADENCE

Assess → Engineer → Support → Scale → Measure

Target High-Risk Work

Use claims data and ergonomic assessments to prioritize practical, operational improvements.

RISK TARGETING

Use data to find the highest-risk tasks

Claims data highlight top MSD drivers. Assessments — motion capture and posture analysis — point to the fix.

AON ASSESSMENT: 26 SOLUTIONS — TECHNICAL, OPERATIONAL, PEOPLE

01

Lifting from the pallet storage area

Floor- and bottom-level picks of heavy cases drive the largest share of MSD claims — deep bending, lifting outside the power zone.

02

Lowering product to the pallet

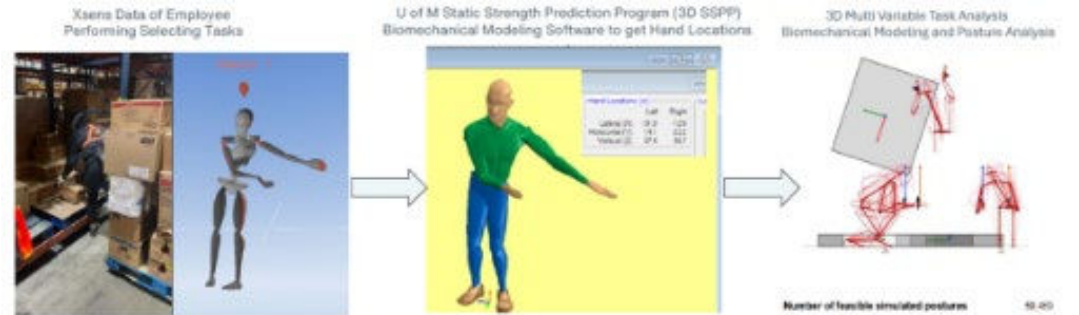
Repetitive lowering and stacking to low pallet positions, with reaching behind or across the body, ranks high in the AON assessment.

03

Product packaging and case design

Oversized, heavy, or hard-to-grip cases raise force and awkward-grip exposure across every pick in the operation.

ERGONOMIC RISK ASSESSMENT WORKFLOW



Motion capture → biomechanical modeling → 3D posture analysis

Site action checklist

- 1 Identify high risk tasks
- 2 Fix the pick face
- 3 Equip high-force work
- 4 Coach, observe, and measure

Assess the operation and focus on the highest-risk work.

LEADER TAKEAWAY

Move from analysis to operational action.

MSD reduction becomes practical when leaders redesign the task, not just retrain the worker.

Governance & ROI: Ergonomics Steering Committee

Executive-led governance with a quarterly review of injury trends and site progress.

GOVERNANCE MODEL

Run ergonomics like an operations review

An executive-led Steering Committee sets direction, funds the work, and holds the program accountable for results.

MSD RISK ↓ • EARLY REPORTING ↑ • SITE READINESS ↑

01

Purpose & Oversight
 Provide enterprise-level direction, strategic decision-making, and governance for ergonomics risk management across Sysco operations.

02

End Goal
 Reduce MSD injuries by embedding ergonomics into the design of work, equipment, and processes.

03

Governance Cadence
 Quarterly review of injury trends and site readiness with clear owners and next actions.

Committee Membership & Governance

Cross-functional leaders align clinical insight, EHS, operations, logistics, risk, and technology.

Clinical & Ergonomics

Director, Occupational Health, Ergonomics & Claims Management

EHS Leadership

Sr. Director EHS • Director EHS Canada

Operations & Logistics

Transportation • Industrial Engineering • Warehouse Operations

Risk & Technology

Field Operational Shrink • Business Technology

LEADER TAKEAWAY

Governance keeps the work funded.

Executive ownership turns ergonomics from a project into an operating standard.

Design Out Risk

Build ergonomics into the way work is planned, slotted, equipped, routed, and reviewed.

OPERATIONAL DESIGN

Design the risk out before work begins

Thoughtful operational design reduces physical demands on the body before the first case is picked.

26 AON SOLUTIONS — TECHNICAL, OPERATIONAL, PEOPLE FOCUSED

01

Equip the Work

Technical fixes: pallet positioners, lift tables, and lift assists that cut force and deep bending on heavy picks.

02

Position the Product

Slot by case size and weight — top rack, bottom rack, or full bay — so heavy cases land in the power zone.

03

Design the Flow

Carton flow and roller racking, aisle-facing pallets, and packaging redesign cut reaching and double handling.



Design beats reminders

When equipment, slotting, and layout do the heavy work, safe technique stops depending on a poster or a reminder.

BEFORE APPROVING CAPITAL, EQUIPMENT, LAYOUT, OR PROCESS CHANGES, ASK

Does this make the job safer and easier to perform?

LEADER TAKEAWAY

Ergonomics is an operations decision.

Operations shapes how work is done, so operations is where safer design begins.

Intervene Early: Athletic Trainer Program

Athletic trainer support brings prevention into daily operations, addressing discomfort at the earliest stage.

PROGRAM MODEL

Move MSD prevention upstream

The athletic trainer model shifts support from reactive treatment to early symptom care, work-specific coaching, and visible safety engagement.

01

Early Symptom Support

One-on-one discomfort checks, stretching, soft tissue care, and guided recovery before escalation.

02

Job-Specific Coaching

Observation-based coaching for selectors, drivers, and warehouse associates in the flow of work.

03

Safety Culture Activation

Warm-ups, health campaigns, site challenges, and supervisor engagement that make prevention repeatable.

Prevention in action

On-site athletic trainer support helps colleagues address discomfort earlier and reinforces safer movement patterns during daily work.



Focus

Early reporting
+ better coaching

MEASURED IMPACT

Early intervention turns daily prevention activity into measurable results.

2.64:1

Return on Investment

Program ROI ratio

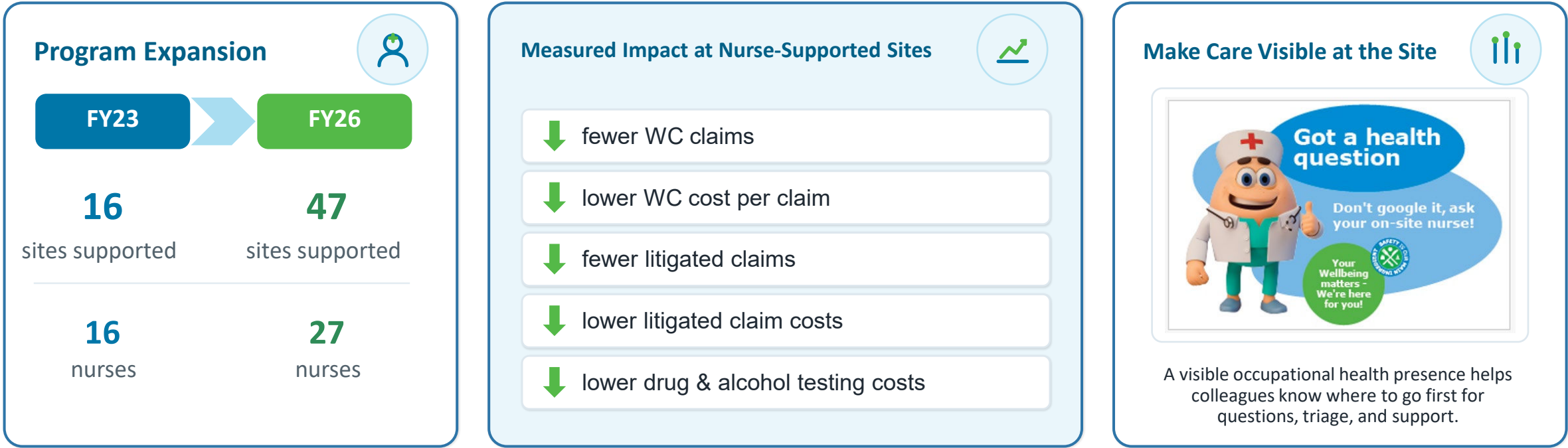
125%

Early Reporting Increase

More symptoms reported earlier

Intervene Early: Occupational Health Nurses

Expanded nurse coverage gives leaders an on-site partner to support colleagues, reduce operations disruption, and control claim costs.



Operations Takeaway

Occupational Health Nurses help keep colleagues healthy and operations moving by connecting early care, claim management, and injury-prevention insight directly to the site.

Standardize & Scale: Warm Up For Work

A short pre-shift routine gives every team the same start to the work.

PROGRAM STANDARDIZATION

Start every shift the same way

Warm Up For Work turns readiness into a routine instead of a reminder.

READINESS • BODY MECHANICS • DAILY RHYTHM

01

Why It Matters

Consistent warm-ups create a visible pause before the work begins and reinforce readiness.

02

Built for Every Work Group

One program, adapted to the work each team performs across the organization.

03

Led by Leaders

Leaders start the routine, take part, and coach it so the habit holds shift after shift.

Standard tools make scaling easier

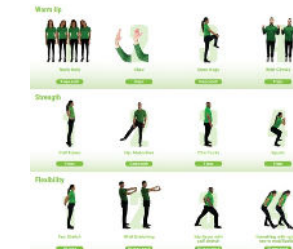
Warm-up guides keep the routine consistent across transportation, warehouse, and production teams.



Transportation



Warehouse



Production

LEADERSHIP ACTIONS

Start it • Join in • Coach it • Keep it visible

LEADER TAKEAWAY

Four minutes is all it takes.

A simple pre-shift warm-up aligns teams around readiness and MSD prevention.

Standardize & Scale: MMH Train-the-Trainer



Scaling proven manual material handling training to reduce MSD risk across Sysco sites



PROVEN EXPERIENCE

10 years

Used in Sysco UK & Ireland



US PILOT OUTCOME

30% average decrease

Pilot across 2 US sites



SCALING PLAN

Fall 2026

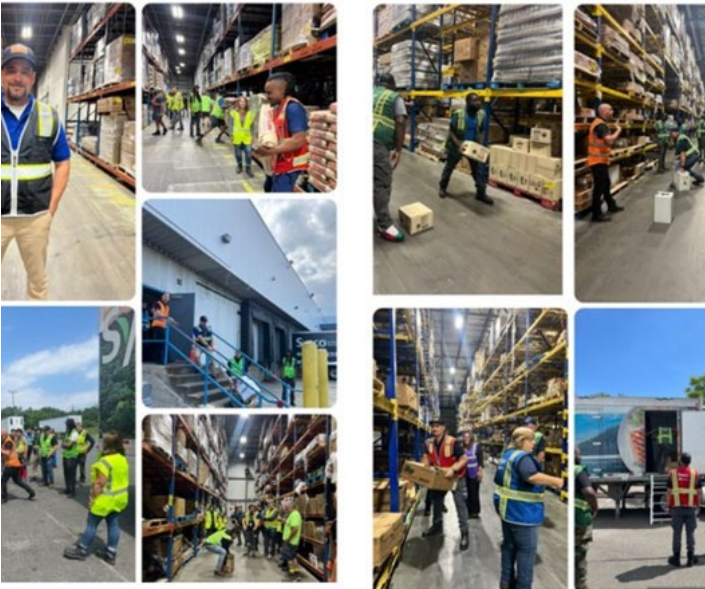
Rollout to US & Canada sites



TARGET

Reduce MSDs by 10%

FIELD TRAINING & SITE VALIDATION



Practical, hands-on coaching supports consistent technique adoption in real operating environments.

CORE TECHNIQUE CUES



Memorable job-based cues help trainers reinforce safer movements consistently.

Governance & ROI: Evaluate Impact

Program evaluation connects ergonomic improvements to measurable changes in MSD risk.

EVALUATION FRAMEWORK

Measure impact of ergonomic improvements

A shared MSD dashboard links ergonomic assessments and corrective actions to injury drivers and risk trends so leaders can see what is working.

01

Track Leading Indicators
Ergonomic assessments completed, corrective actions closed, and training delivered at each site.

02

Monitor MSD Outcomes
MSD rate per 100 employees and injury concentration tracked month over month.

03

Compare Sites and Progress
Site-level comparison of risk trends and open actions shows where improvements land first.

Key MSD dashboard components

Core components that bring risk, controls, and execution into one view.

Leading Indicators
Assessments completed, corrective actions closed

MSD Injury Rate Trend
Rate per 100 employees, month over month

Risk Concentration
Body part, task, and job exposure patterns

Site & Department View
Comparison across locations and work groups

Control Implementation
Equipment, slotting, and layout changes in place

Engagement Measures
Warm-up participation and training completion

DASHBOARD PRINCIPLES

How the measures come together in one leadership view.

Single Source of Truth

One shared view across sites

Monthly Cadence

Reviewed on a regular rhythm

Site-Level Accountability

Named owners for each action

Action Oriented

Findings drive corrective work

Key Takeaways: Bend Without Breaking

EXECUTIVE SUMMARY

Design the work, support the people

Ergonomics is now an operating discipline: risk designed out of the job, care delivered on site, and results owned by executive leadership.

01

Design Risk Out of the Work

Operational decisions remove risk before the work begins.

02

Support Colleagues Early

On-site clinical support resolves discomfort before it becomes a claim.

03

Standardize, Govern, and Measure

One standard, executive ownership, and shared measures keep results visible.



Questions?

Thank you for joining the conversation on practical ways to reduce ergonomic injuries.

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