

ZERO HARM JOURNEY PLAN

A STEP-BY-STEP GUIDE

FOR BALFOUR BEATTY REGIONAL CIVIL ENGINEERING STAKEHOLDERS

ZERO HARM

ZERO DEATHS
ZERO INJURIES TO THE PUBLIC
ZERO RUINED LIVES AMONG ALL OUR PEOPLE

BY 2012



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ZERO HARM 7 July 2009

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zero.harm@bbrce.co.uk

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INTRODUCTION



ZERO HARM BY 2012 IS AN AMBITIOUS GOAL BUT, WITH THE ENTHUSIASTIC SUPPORT OF OUR STAKEHOLDERS AND OUR EMPLOYEES, I KNOW WE'RE GOING TO GET THERE.

Zero Harm by 2012 is an ambitious goal but, with the enthusiastic support of our stakeholders and our employees, I know we're going to get there.

It's going to be an exciting journey and I invite you – whether you are one of our subcontractors or one of their employees, a supplier of materials or plant, a customer or a member of the public – to join us on it.

This booklet sets out:

- our Zero Harm goal
- the Journey Plan we are following to get there
- what it will mean for you and the benefits it will bring
- how you can get involved in Zero Harm.

We have already briefed our employees about Zero Harm and given them a separate step-by-step guide tailored to their needs. I am delighted that their response has been very positive. I hope yours will be too and that you will get involved in whatever way you can in helping us to challenge industry assumptions and practices so that, by working together, we achieve new, unprecedented standards of health and safety.

Marshall Scott
Managing Director
Balfour Beatty Regional Civil Engineering



THE AIM OF OUR JOURNEY

We – and every other part of Balfour Beatty – are heading towards a different place, one we've never been before. Our goal, the aim of our journey, is a Zero Harm business – that's zero deaths, zero injuries to the public, and zero ruined lives among all our people – and we're going to get there by 2012. It also means no seriously disabling injuries and no long-term harm to health.

It's a huge challenge, which is why we need our stakeholders' active support to meet it. We don't have all the answers yet but, in partnership with you, we have an incredible shared fund of knowledge, creativity and determination. And we know the basic principles of how to do this. It's about getting everyone, all the way down the line, to do their bit to take the risk out of what happens on the front line.

That's the big shift we've all got to make. Ultimately, it's going to mean doing things the industry hasn't even thought about yet.

HOW WE'RE GOING TO GET THERE

The starting point for our Journey Plan has been to divide our business into six elements.

They are:

People, Plant, Products, Processes, Places and Public

Between them, these elements contain all the fatal risks and other hazards that could cause disabling injuries or long-term harm to health. Each element will be broken down into its different parts, examined to identify all these risks and hazards, and re-engineered until all six elements are certified as Zero Harm.

This is a truly comprehensive approach because it covers:

- everyone who works for us, directly or indirectly
- everything we use
- everything we do
- everywhere we work
- everyone we affect.

MILESTONES ALONG THE WAY

The key milestones along the way will include approximately 400 Zero Harm workshops held between now and the second quarter of 2011. Each will examine a single issue.

Volunteers from across our business will attend the workshops, questioning everything, why and how we do things – or even don't do things – and make recommendations for change. Peer groups will review each recommendation. Nice ideas that won't work in real life won't get through, whereas good ones will.

Other key milestones will be implementing the good ideas and gradually certifying people, plant, products, processes, places and how we deal with the public as Zero Harm. As the months go by, you'll see increasingly often the Zero Harm logo on things that have been examined, re-engineered and certified as Zero Harm.



WHAT IT WILL MEAN FOR SUBCONTRACTORS AND THEIR EMPLOYEES

If you're a subcontractor who wins Zero Harm accreditation, you will gain a valuable competitive advantage by being able to promote your business to all your potential customers as being Zero Harm-approved by Balfour Beatty Regional Civil Engineering (BBRCE). You will be seen as being at the leading edge of exemplary safety standards, which should make it easier to gain new work not just within BBRCE but also elsewhere. It should also make it easier for you to recruit new, high quality employees attracted by your commitment to the highest health and safety standards. Also, by raising your health and safety standards to Zero Harm levels, your workforce will have fewer accidents and incidents.

If you are an employee of a Zero Harm-approved subcontractor to BBRCE, you – and your family – will know that everything possible has been done by your employer

and BBRCE to ensure that you return home safely after your day's work. Not only will fatal risks and other serious hazards be gradually eliminated, but there will also be fewer accidents and incidents because of our intense focus on health and safety.

You should also be aware that over time, we will carry out health checks on all employees of Zero Harm-approved subcontractors working on our projects to certify them as Zero Harm-approved workers. This will give you confidence in your state of health and add to your sense of well being.

WHAT IT WILL MEAN FOR SUPPLIERS OF MATERIALS AND PLANT

Like our subcontractors, if you achieve Zero Harm accreditation, you will gain a valuable competitive advantage by being able to promote the materials or plant you supply as being Zero Harm-approved by BBRCE. This should make it easier for you to gain new contracts not just within BBRCE but also elsewhere.

It's in your interests to keep in touch with progress being made on Zero Harm. We are keen to work with our suppliers so please talk to us about your ideas to make your products or plant safer. Maybe there are some innovations you are considering or perhaps you can see a technological breakthrough around the corner. Let us know because we may be able to support you in these enhancements.

WHAT IT WILL MEAN FOR CUSTOMERS

When we finally reach our Zero Harm goal by 2012, we believe no other competitors will be able to meet our exacting standards.

In the meantime, you know that we are wholeheartedly committed to continuing to work with you and other stakeholders to raise our health and safety standards to the highest level, transforming industry perceptions of what is acceptable – and unacceptable – in health and safety terms as we go. Your support, co-operation and enthusiasm will be critical to our success.

WHAT IT WILL MEAN FOR MEMBERS OF THE PUBLIC

You can be reassured that we intend to safeguard you from exposure to hazards by managing and maintaining Zero Harm levels of separation, security, monitoring and stewardship. If you live near one of our construction sites, you should have no health or safety concerns because of our commitment to zero injuries to the public.





HOW TO GET INVOLVED

As a stakeholder, there are a variety of ways in which you can get involved in Zero Harm.

- Keep yourself up-to-date by visiting www.zeroharm.bbrce.co.uk
- If you have an idea for a workshop topic, please let us know – it could be something we haven't thought of.
- If you are a supplier of materials or plant, tell us about your plans to make them safer to use.

- If you work for one of our subcontractors, look out for Zero Harm News, our regular newsletter which will update you about progress. You should find them in the site office. If they are not there, tell your supervisor because they should be. Also, talk to the people you work with about what you think could be done differently – and then let us know. Your input will be valued.
- If you would like to receive electronic copies of Zero Harm News, we'd be very happy to email them to you. They are primarily for our direct and indirect employees, but we would also like to send them to any interested stakeholders.

HOW TO CONTACT US

Please get in touch with us by:

- calling the Zero Harm team on **0191 305 5242**
- contacting the team by email. Their address is zero.harm@bbrce.co.uk
- speaking to your usual business contact.

Your support and ideas are vital for us to reach our Zero Harm goal. The journey won't always be easy, but for those stakeholders who stick with us, the rewards will be well worth waiting for.