



Willmott Dixon Group

All Safe

Health and Safety

Standard

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1. Aim.

This standard provides the critical standards and expectations by Willmott Dixon Group for delivering the All Safe culture in to each area of the business to take safety to the next level. Individual offices, businesses, departments, and Local Company Offices (LCO's) are required to meet this critical standard using their own equivalent programmes or by utilising material provided by Willmott Dixon Group.

1.1 Background.

The All Safe culture is more than a health and safety initiative, it is a journey. It is a culture that covers the way we think and the way we work. It helps protect the working environment from factors that may prevent us from keeping everyone safe. The All Safe programme is built on a firm foundation of statutory and OSHAS 18001 compliance and corporate governance, fundamental elements that must be met at all times. But these alone are not enough - we have to raise the bar to ensure that we achieve Health and Safety excellence across the whole of Willmott Dixon Group.

1.2 All Safe Principles.

To achieve an All Safe environment, we have four All Safe principles that are required to be embedded in to the All Safe culture:

Value = No one should suffer pain.

Belief = ALL accidents can be prevented.

Attitude = Everyone has a zero tolerance of unsafe behaviour.

Behaviour = Everyone looks out for themselves and others.

These principles must be at the forefront in everything we do, in every decision we make and in every piece of work we undertake. It is not just about health and safety; these principles must guide our behaviour at all times, wherever we are working and what and whoever we are responsible for.

1.3 All Safe Opportunities.

There are numerous opportunities to deliver the All Safe programme to the workforce, supply chain and community as identified below:

All Safe at Work
All Safe on the Move
All Safe in the Community

1.4 All Safe at Work.

This is not just for site based staff, but all Willmott Dixon Group staff in every work place and anyone (sub-contractors, visitors etc) who comes on to site or Willmott Dixon Group premises and projects to ensure that all staff and visitors are All Safe at work.

1.5 All Safe on the Move.

The Willmott Dixon Group Car and Van Policy covers; the majority of staff on the move and promotes being a Safe Driver.

1.6 All Safe in the Community.

Many parts of Willmott Dixon Group under take work in and around the community passing on the safety message unknown. Purely by maintaining good standards of Corporate Image on and in the surrounding areas of projects promotes health and safety in the community.

A Community Engagement Handbook has been developed with a vision to continue to add value to our Clients, Stakeholders and build upon the Willmott Dixon Group history and reputation by continuing to contribute to society as a whole and aim to make a positive difference in the community both at a local and national level.

2 Scope.

All organisations working directly for Willmott Dixon Group shall commit to the All Safe culture and programme or be committed to a similar programme. All Willmott Dixon Group businesses are to sign up to the All Safe Charter as a demonstration of their commitment to achieving health and safety excellence. This should be cascaded down through the supply chain.

All employees in a position of safety leadership are required to positively reinforce safe behaviours that prevent injuries and to coach / discuss at risk behaviours that may contribute to injuries or incidents.

2.1 The All Safe Model.

The diagram at Fig 1 illustrates how the All Safe Model is supported by seven pillars based upon values, beliefs, attitude and behaviour, each of which builds from a foundation of statutory compliance and health and safety excellence, these form the basis of our minimum standards. In summary, each of the seven pillars of the

Willmott Dixon Group All Safe model provides the critical standard and expectations for delivery of the All Safe programme.



Fig 1

3 Critical Standards and Expectations.

3.1 Leadership.

An All Safe leadership programme will be in place based on safety leadership for all levels of the organisation from Directors, Operations Managers, Designers and Supervisors. Emphasis should be placed on everyone being a role model for safety and setting the example of exemplary safe behaviour for all to follow. There should be specific focus on intervention and the techniques required to intervene and communicate in a positive way to ensure a change in "at risk" behaviour is effective. Engaging with people and providing positive recognition are key elements of successful leadership. Roles and responsibilities should be clearly defined and communicated to everybody. Leaders should provide full support to enable the whole

workforce to work without being placed at harm. They should listen to and respond positively to suggestions and concerns and provide positive feedback and recognition through positive reinforcement.

3.2 Supervision.

Supervisors will be formally trained and competent in accordance with the minimum UKCG training standard and adopt the Willmott Dixon Group supervisor's mantra of Intervention, Communication and Empowerment (ICE). This is the requirement to lead their workforce in an All Safe manner with specific focus on hazard awareness, risk assessment and task briefings through a two way open approach that stimulates workforce involvement and feedback in order to promote innovative ideas and suggestions for performing the work in an ever improving safe manner. Supervisor performance should be monitored and tested and through regular All Safe intervention their supervisory skills should be enhanced.

3.3 Individuals.

All individuals, Directors, managers, and operatives should consider their work whether in offices, on site, on the move or where there is an impact in the community to ensure that the All Safe culture is embedded at every opportunity. Work should be planned so that the value; 'no one should suffer pain and nothing should be damaged' is at the fore front of all works undertaken. Transparency should be promoted so that all safety observations (near misses [levels 1 & 2], incidents and unsafe conditions) can be reported. There should be no compromise and work should only be undertaken when safe for all persons.

4 Designing for Health, Safety and Environment.

4.1 The CDM Regulations must be fully embraced at all stages of the project, through the concept, design and engineering stage to ensure that foreseeable risks have been eliminated or reduced to the lowest possible level before the physical construction stage commences. Through 'Smart Design and Smart Procurement' and adopting the All Safe culture at this stage can we reduce the risk of those undertaking construction work but we can also provide a safe environment for those undertaking maintenance and working in the buildings provided and take the All Safe culture in to the community. Through smart procurement we can also assist in achieving the Willmott Dixon Group sustainable targets.

5 Communication.

5.1 Engaging the Workforce.

The All Safe culture of learning and sharing information must exist across Willmott Dixon Group. Information about safety observations, incidents and lessons learned are freely and openly shared in order to foster learning and prevention. A culture of identifying facts rather than apportioning blame must exist and be clearly demonstrated at all levels. Reporting of safety observations, incidents is strongly encouraged and seen as an opportunity for learning and continuous improvement. The workforce at all levels must be engaged and consulted for their views and suggestions for the continuous improvement and taking Health and Safety to the next level.

5.2 Consultation.

Consultation meetings are a legal requirement and they must be meaningful if they are to be effective, and carried out on a routine basis on both projects and in offices. Additional communication must take place on projects on a daily basis through 'Safestart' meetings; these are a minimum requirement for communicating Health and Safety issues and hazards across all projects.

6 Statutory Compliance.

The All Safe culture is largely based and relies on a moral duty and embedding the core values and beliefs in to all we do, the legal aspects can not be ignored to ensure compliance with not only any relevant legislation but the OSHAS 18001:2007 standards must also be complied with.

6.1 Monitoring.

Monitoring is a key element of any safety system and this will take place on a number of levels. Formal monitoring will be undertaken by the Group Safety Inspectors (GSI's) in accordance with the Willmott Dixon Group Reward Scheme (see 7). Monitoring will also be undertaken at a local level in the form of LCO Safety Managers, Supply Chain Health and Safety Managers or Representatives and supervisors based on projects. Where the Supply Chain Health and Safety Managers or Representatives carry out project monitoring or audits they should then consult with the Willmott Dixon Group project management to promote the All Safe culture.

7 Health and Safety Reward Scheme.

The Willmott Dixon Health and Safety Reward Scheme is a unique industry monitoring regime that operates in a similar fashion to the HSE. GSI's that report direct to the Willmott Dixon Group CEO routinely audit every project. Each project is assessed in a number of areas and marked accordingly with the top performing projects being rewarded on a 6 monthly basis.

7.1 Incentive Schemes.

All projects are to incorporate an incentive scheme to encourage positive recognition and reward for good performance. Incentive schemes can be used to promote the All Safe culture so that those personnel demonstrating safety leadership, best safety practice and acting as a role model for others are recognised and rewarded. A project incentive scheme will also be in place to drive performance improvement, in particular for the reporting of safety observations and incidents. This form of positive reinforcement is a key to opening doors to encourage worker participation.

8 Supply Chain Engagement.

The engagement of the Supply Chain at the earliest opportunity is key to promoting and embedding the All Safe culture. Willmott Dixon Group must only use approved contractors identified on the Supply Chain database through a rigorous selection process. The approved Supply chain must be engaged in Health and Safety through conferences, key subject matter forums such as the Safe Excavation Forums and Charters currently in use. Engagement with the Supply Chain will assist in the resolving and elimination of construction hazards and subsequent residual risk through using their expertise and knowledge.

8.1 UKCG Training Standards.

It is expected that the Willmott Dixon Group as a member of the UKCG will meet the requirements of the training and standard, which requires that the standard is applicable to those who direct, manage, supervise or undertake construction related activities on UKCG member projects. UKCG member companies require that everybody engaged on their construction sites is able to demonstrate they have the necessary health and safety knowledge and skills. This standard outlines the health and safety training UKCG members have agreed should be held by those directing, managing, supervising or undertaking operations on construction sites.

This document focuses on the standard of health and safety training applicable to

The acts and omissions of those employed in non operational functions/departments can have an impact on site activity and so it is equally important that companies identify appropriate health and safety training for these individuals.

The standard details the **minimum** training expected for individuals to undertake their roles on UKCG construction sites. The requirement for individuals to be able to demonstrate formal health and safety training is in addition to a demonstration of skill competency via the UKCG accepted record scheme.

Companies should select appropriate health and safety training that reflects the needs of their organisation scope of works and client requirements. This may include training which is comparable to the compliant courses referred to within this standard e.g. those endorsed by the relevant Sector Skills Council (eg *Construction Skills* or *Summit Skills*), Trade Association or internally developed training.

9 Taking Safety to the Next Level.

Through adopting the All Safe Standard Willmott Dixon Group can take safety to the next level by embedding the four core All Safe principles of, **values** and **beliefs**, **attitude** and **behaviour** through the business and the wider global community.

Learning from experience is effective and continuous improvement can be demonstrated through new ideas and innovations for carrying out work. Willmott Dixon Group management systems are reviewed regularly and updated to improve safety performance using proactive data and information provided through lessons learnt from safety observations and incidents.