

Balfour Beatty

ZERO HARM

**ACROSS OUR BUSINESSES
BY 2012**



ZERO HARM



Like other leading companies in our industry, we place huge importance on improving Safety. If you look at what we've achieved, it is genuinely impressive. But despite these successes, I continue to get regular reports of near misses, injuries and, very occasionally, serious accidents – including people dying.

Why? I sense that, deep down, there is still a feeling that, whatever inroads we all make on Safety, we can't keep everyone safe. Eventually someone will get badly hurt or killed – because that's the nature of our business.

I simply don't accept that. Why should anyone be at greater risk because they work for us? The opposite should be true: Because people work for Balfour Beatty, they, and the public, will be safe from the risk of serious harm. And by 'Balfour Beatty', we must mean any part of our Group, and any partners, subsidiaries or sub contractors working anywhere in the world on anything we do.

The fact is, we've never properly challenged our industry's assumptions about risk. No longer. I do not want this company to risk causing harm because it has not set the bar on Safety high enough. So this is our goal now: we will achieve Zero Harm across all our businesses by 2012.

Nothing else is acceptable.

Achieving it will keep our people safe from serious harm, and allow us to thrive in a global market where customers rightly view Safety as a decisive factor.

Of course it's an immense challenge. We have to get everyone across all our businesses involved in this, believing it – doing it. That's why I have appointed Andy Rose as our Group Managing Director, Engineering and Safety. The job of Andy and his team is to help all of us create a business in which there is no realistic likelihood of a serious accident.

Those who work for us and with us have the right to expect nothing less.

IAN TYLER
CHIEF EXECUTIVE
1 OCTOBER 2008

**WE WILL NOT RISK DOING
HARM. SO WE WILL NOT
ACCEPT ANY TARGET OTHER
THAN ZERO.**



THE GOAL

WE ARE BALFOUR BEATTY

500,000

PEOPLE

THAT MEANS:

ALL OUR PEOPLE: EMPLOYED BY US OR BY ANY SUBSIDIARY, SUB-CONTRACTOR OR PARTNER WORKING ANYWHERE IN THE WORLD OVER THE COURSE OF A YEAR (SO IT'S 500,000- AND GROWING)

WE WILL ACHIEVE

ZERO HARM

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

THAT MEANS:

NO SERIOUSLY DISABLING INJURIES, NO LONG TERM HARM TO HEALTH, AND AIMING FOR ZERO AFR WHILE WE ACHIEVE BELOW 0.1

THE CHALLENGE

“Over our first hundred years we’ve taken on some of the greatest engineering challenges in the world – and delivered. Zero Harm ranks among the biggest of those challenges: to find ways to do what we do that won’t ruin lives.

We don’t have all the answers yet. But we do 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 got to make. Ultimately it’s going to mean doing things the industry hasn’t even thought about yet. And above all it’s going to take committed, inspirational leadership across all our businesses.

We need people to apply their minds to this. But we need their hearts and their passion too. We need them to make Safety personal.”



ANDY ROSE
1 OCTOBER 2008

“We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone, and one which we intend to win.”

JOHN F KENNEDY
ADDRESS AT RICE UNIVERSITY
12 SEPTEMBER 1962



WHAT SUCCESS LOOKS LIKE

Together we are more than equal to this task. And in four years time, when we've got there:


We will see the incredible diversity of ways that our people have found to de-risk our activities. Each business arriving in their own way at one uncompromising goal.

We will all own the greatest Safety resource in the world, allowing us to share experiences, adapt ideas and embed our chosen practices.

Because we are Balfour Beatty, we will be recognised by all our stakeholders, including our customers, as synonymous with Safety.

Because of what we have committed to do, and then done together, our industries will never be the same again and our people and the public will be safe from harm.

And why? Because by then everyone, all our people – managers, designers, planners, engineers, co-ordinators, buyers, supervisors, sub-contractors, and the people at the sharp end, everyone – will have made Safety personal.

A large, circular, industrial structure, possibly a tunnel or a large pipe, with a complex network of metal ribs and bolts. The structure is illuminated from within, creating a strong yellow glow. A person is visible in the center, standing and looking towards the camera. The overall atmosphere is one of scale and industrial complexity.

"Everyone on this site has seen the company put its money, resources, energy, commitment and reputation where its mouth is. They really respect that. And that's made it so much easier to deliver a real step change in Safety."

THE SITE FOREMAN, 2012

HOW WE'LL GET THERE

“Some companies just talk Safety. Balfour Beatty companies really mean it. They involve us at every step. So we get the double benefit of being safer, and more efficient.”

THE SUB-CONTRACTOR, 2012

LEADING

EVERY LEADER COMMITS TO ZERO HARM AND INSPIRES THEIR PEOPLE TO MAKE IT THEIR PERSONAL PRIORITY

TRACKING

WE IDENTIFY WHERE WE CAN IMPROVE, HOW TO CLOSE THE GAP AND WHEN WE'VE ACHIEVED SUCCESS

SIMPLIFYING

WE MAKE SURE OUR SYSTEMS AND PROCESSES HELP PEOPLE DO THIS, NOT GET IN THE WAY

ZERO HARM

LEARNING

WE SEEK OUT AND SHARE WHAT WORKS WELL, ADAPT IT FOR OUR OWN ENVIRONMENT THEN MAKE IT WHAT WE DO

RE-THINKING

WE LOOK AT WHAT WE DO WITH FRESH EYES, CHALLENGE THE STATUS QUO, AND RE-ENGINEER HOW WE DO IT TO ELIMINATE THE RISKS

INVOLVING


WE ENGAGE EVERYONE WHO WORKS FOR US TO MAKE SAFETY PERSONAL – CONTRIBUTING TO ZERO HARM THROUGH ALL THAT THEY DO

HOW WE WILL WORK TOGETHER

The goal of Zero Harm is not optional. But we'll only achieve it when each business adopts Zero Harm solutions that work most effectively for them and their people. That's about freedom.

Together we will share our capacity for innovation, creativity and application, to achieve this collective goal.

It's also about ensuring we're all on the right trajectory. Our commitment is to help everyone do this within our time frame of Zero Harm by 2012.



"Initially this looked like one of those 'how do you eat an elephant?' challenges. I thought the answer would be, 'One mouthful at a time'. But we found a better one – we've invited the whole village to join in!"

THE OPCO MD, 2012

OUR SHARED COMMITMENTS

We commit ourselves to involve the hearts and minds of all our people to deliver Zero Harm.

Eliminating fatal risks

All our businesses will identify fatal risks and establish Zero Harm design, management and behavioural protocols to eliminate them.

Eliminating hazards

All our businesses will identify and plan out hazards in all activities they undertake.

Maintaining Zero Harm day to day

All our businesses will establish and maintain management, monitoring, review, audit and assurance systems geared for Zero Harm.

Keeping the public safe from harm

All our businesses will manage and maintain Zero Harm levels of separation, security, monitoring and stewardship to safeguard members of the public from exposure to our hazards.

Keeping all our people healthy

All our businesses will conduct health checks and health risk assessments to ensure there is no long term harm to health from working in our business.

Working with our customers

All our businesses will enlist the support and co-operation of customers to achieve Zero Harm.

Making Safety personal

All our businesses and the people within them will make Safety personal.

“When looking for the right company to deliver this project, we looked for unequalled standards of Safety.”
THE CUSTOMER, 2012

“Balfour Beatty has really challenged us to produce designs that build in Zero Harm solutions for safe construction, maintenance and use. Working together on this has taken us to a whole new level of thinking about risk elimination.”
THE DESIGNER, 2012



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BALFOUR BEATTY
PLC



Mixed Sources
Product group from well-managed
forests, controlled sources and
recycled wood or fiber

Cert no. TT-COC-002226

www.fsc.org

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