

The Bachy Soletanche Group



HEALTH AND SAFETY CLIMATE SURVEY RESULTS 2016



I would like to personally thank the 481 employees from our five business units within the Soletanche Bachy Group for taking time to contribute to the Safety Culture Survey 2016. This was a fantastic response and represents over 82% of our workforce. Not only did you take the time to complete the form, a large number of you also took time to make comments on the various areas. These comments give us a good insight into how you perceive the business is delivering health and safety and what we should be doing to improve things.

When you have such a comprehensive response to a survey it provides really valuable information for us to be able to more accurately plan the future direction with regards to our HomeSafe initiative and all that it encompasses. Every single questionnaire has been analysed by our training partner W2 who are one of the leading experts in this field and they have already identified the areas they feel we need to target.

The Business Units also have their own results and it is clear that we do have slight culture differences between some of these units and this provides another challenge in itself! Our SHEQ Director and the Business Unit Managers have already discussed in detail the findings and started already to implement positive changes on the basis of what you have told us and they are included in this report.

This of course is just the start of implementing the improvements which are needed across the businesses.



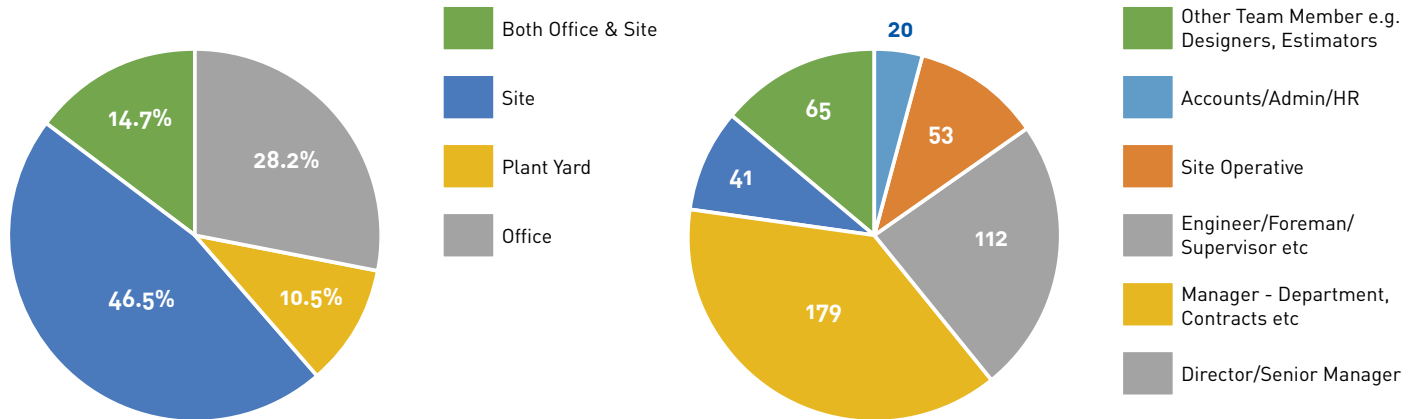
Philip Hines
UK Group Managing Director

Some Immediate Actions we have taken from your Feedback...

You said ...	We have ...
<p>“Management do not talk to the site teams all the time when they are on site unless they are filling in their safety reports”</p>	<p>Mandated that Managers will include a member of the site teams to accompany them during their SAF 12 site tours. This will improve communication on site and include staff in hazard spotting and dealing with any issues.</p>
<p>“There should be a check by someone if Project Managers really know their responsibilities and safety rules”</p>	<p>Reviewed the H&S roles and responsibilities for all of our supervisory staff by role. This will assist staff in understanding what their H&S responsibilities are as part of their role.</p>
<p>“There is a no blame culture where it is appropriate, however, where there is a blatant or sustained breach then action must be taken”</p> <p>“If people were held accountable for breaking H&S Rules or not following procedure then they would be less likely to do so”</p>	<p>Included within our procedures a new ‘Just and Fair Consequence’ Procedure. This Procedure deals with identifying any failings that have occurred and if these were a result of the company or individuals behaviour. This procedure also identifies what corrective actions need to be taken to prevent a reoccurrence.</p>
<p>“Perhaps we should all be sent the minutes of the monthly business unit safety meetings to see what was discussed.”</p>	<p>Mandated that all BU’s have their own H&S Actions Plans to deal with issues affecting them, and it is the responsibility of the BU management to ensure these actions are communicated to the relevant teams within their BU.</p>
<p>“There are not enough senior manager site visits to carry out inspections”</p>	<p>Reviewed again our robust Site Safety Inspections and Tours schedule that has been in place for 18 months now and added additional management personnel to the schedule.</p>

The Results below are a combination of ALL the responses from ALL the Business Units and include a few of the actual comments you have made. We could not include all of them but they will not been ignored!

Profile of the 481 people responded by their job role and where they work



Our survey measured nine elements of safety culture

ELEMENT	2016	DIFFERENCE	2014
Expectations	4.00	0.092	3.91
Communications	3.94	0.098	3.84
Leadership	3.91	0.124	3.79
Risk Awareness	4.10	0.093	4.01
Planning	3.85	0.082	3.77
Intervention	3.57	0.068	3.50
Accountability	3.68	0.044	3.64
Evaluation	3.57	0.088	3.48
Develop	3.81	0.061	3.75
OVERALL TOTAL	3.82	0.080	3.74

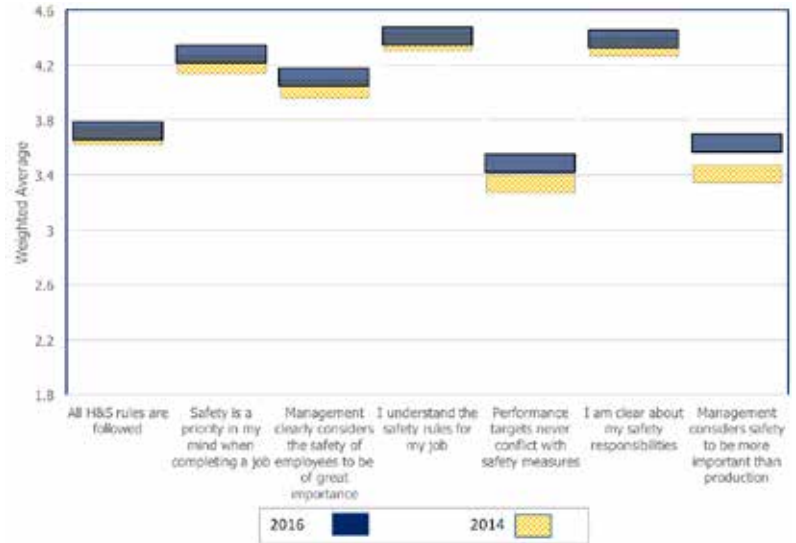
The positive news here is that in every element we have improved since the survey in 2016, however we all still need to continue to improve to get all our people Home Safe.

The individual elements and statements you responded to are detailed on the following pages.

Expectations

How clear are people about the goals for Health and Safety (H&S) and their roles and responsibilities?

Changes in individual questions from 2014-16



Top average score:

I understand the safety rules for my job

Lowest average score:

Performance targets never conflict with safety measures

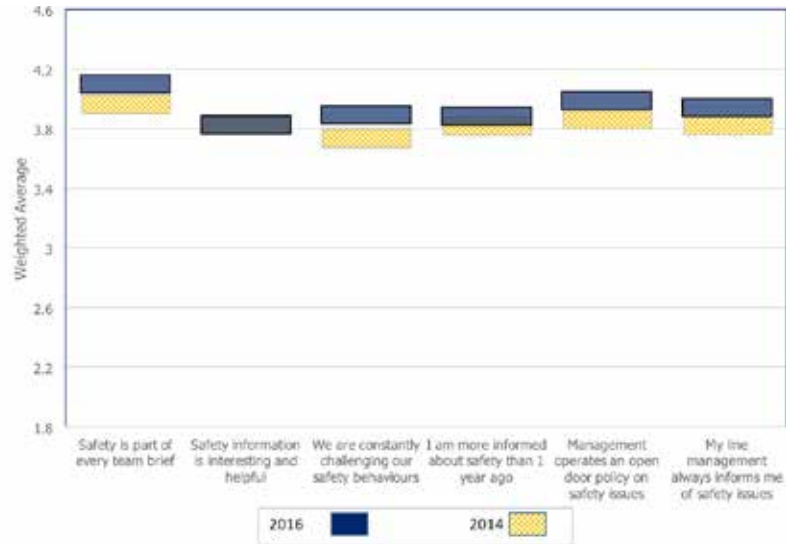
Selection of Comments from individual Business Unit Reports

- All depends on pressure put on people and if the foreman works to plan. Is ok when the job is going well but if it starts to go wrong then sometimes safety is out the window.
- Some middle management can be prone to cut costs of safety provision and welfare to achieve commercial gain
- H&S seems less important when time on a job is running out
- Some jobs are poorly planned or scheduled so end up having to be rushed, putting safety at risk
- Production always comes first priority
- Time is not allowed (included for) in a job for all safe practices to be followed, ie barriers around the rig/excavator
- There should be a check by someone if Project Manager's really know their responsibilities and safety rules
- Despite all the targets and emphasis on safety accidents are still happening on site. These seem to be a mixture of pressure to achieve targets, corners being cut, through a lazy approach, or just not assessing the risks before completing tasks. They should not be happening at all
- Should strive for more streamlined focused/necessary paperwork and more walk over/visual safety talks

Communications

How effective is communication around safety?

Changes in individual questions from 2014-16



Top average score:

Safety is part of every team brief

Lowest average score:

We are constantly challenging our safety behaviours

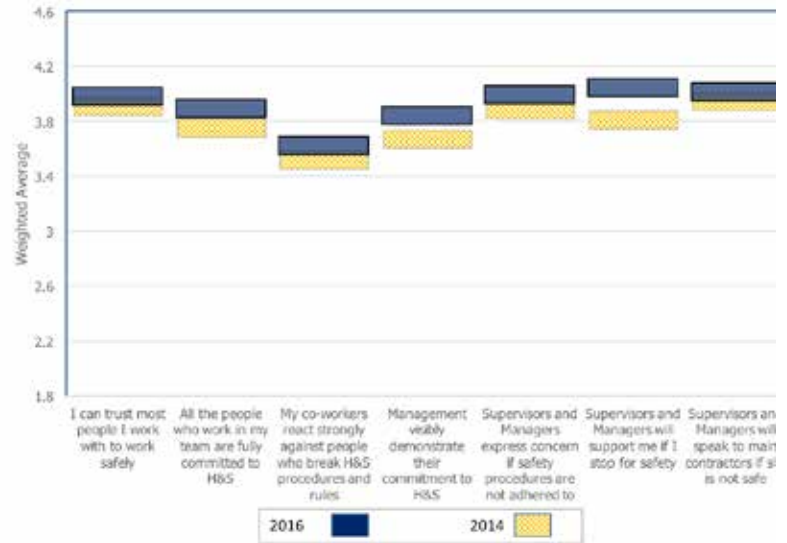
Selection of Comments from individual Business Unit Reports

- Safety is greatly improved, but there are some behaviours that require attention but are being addressed
- Safety information has to be made relevant to the people that work in the individual business units. There is too much information cascaded down that is not relevant to the site workforce
- Never see or hear from management
- Team briefings are not applicable to office roles
- As a member of office staff safety briefings/tool box talks are irrelevant to my job more often than not
- Management do not talk to the site teams all the time when they are on site unless they are filling in their safety reports
- We have lots of documents but no discussions and TBT's should be more regular
- We lose the important message with information overload. Often it is not clear what the priority message is. TBT should not be calendar bases but relevant to specific tasks in a specific work area at that point in time.
- There is too much safety information, or rather it is too wordy. Being presented with 16 pages of Safety Newsletter is too much for many people who do not have time to read it. It needs to be summarised. The posters are rather patronising
- There are occasions when safety incidents occur on site but it takes a long time for this message to be more widely distributed. Obviously investigations and checks have to be made but an earlier heads up of an issue that has occurred would be useful.
- Some weeks there is too much information sent - people stop listening

Leadership

How positively does line management talk about safety and do they 'walk the talk'?

Changes in individual questions from 2014-16



Top average score:

Supervisors and managers will support me if I stop for safety

Lowest average score:

My co-workers react strongly against people who break H&S procedures and rules

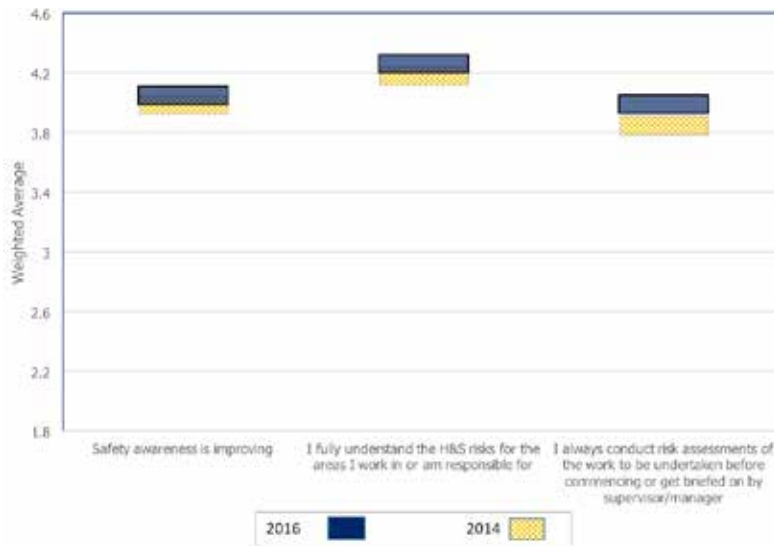
Selection of Comments from individual Business Unit Reports

- Minor disregard of PPE (no eye protection/no gloves/ear plugs) generally goes unchallenged by co-workers as if it is at the individual's discretion to potentially put themselves at risk of minor injury. Major misuse of PPE is not tolerated.
- Safety tours are good but tend to be focused on the bigger projects with more people on site where safety generally is on high priority. Need to make sure I visit small sites where safety welfare is more often compromised in priority of profit.
- Safety standards vary from job to job
- As an engineer I am often faced with talking to main contractors about safety concerns. Some assistance from management on a face to face level may help.
- Staff still feel apprehensive about reporting H&S concerns due to overblown reporting and investigation formats
- It is still difficult to get the guys to tackle a co worker
- Some need to change their mentality all they are concerned about is how much bonus they are going to get
- People in the office are leaving bags in places, which creates trip hazards. I have wiped up others spills on stairs and kitchen floor- slip hazards
- Sometimes Bachy management seems afraid to upset main contractors over workforce's concerns

Risk Awareness

How easily could people get hurt at work? How well are the risks being managed?

Changes in individual questions from 2014-16



Top average score:

I fully understand the H&S risks for the areas I work in or am responsible for

Lowest average score:

I always conduct risk assessments of the work to be undertaken before commencing or get briefed on by supervisor/manager

Selection of Comments from individual Business Unit Reports

- Safety is improving on big sites
- No question, we are getting better
- Within our Plant Yard nothing needs to improve
- It is very difficult to capture every hazard which may occur on a site. All known hazards are recorded and we have invested in people to observe hazards specific on site
- Risk assessment may be done 'mentally' before tasks are started, but always done
- Fully understanding the H&S risks is a huge task. I have a working understanding of H&S risks but there is always scope for improvement
- Most of my tasks do not result in any risk, therefore no assessment required
- As a member of office staff, safety is not something that is talked about or considered in my role

Planning

How much is safety taken into account when planning work?
 What happens if people deviate from the plan? Do we stop and evaluate the plan for safety?

Changes in individual questions from 2014-16



Top average score:

Documented procedures need to be followed to do the job safely

Lowest average score:

Safety rules and procedures are really practical

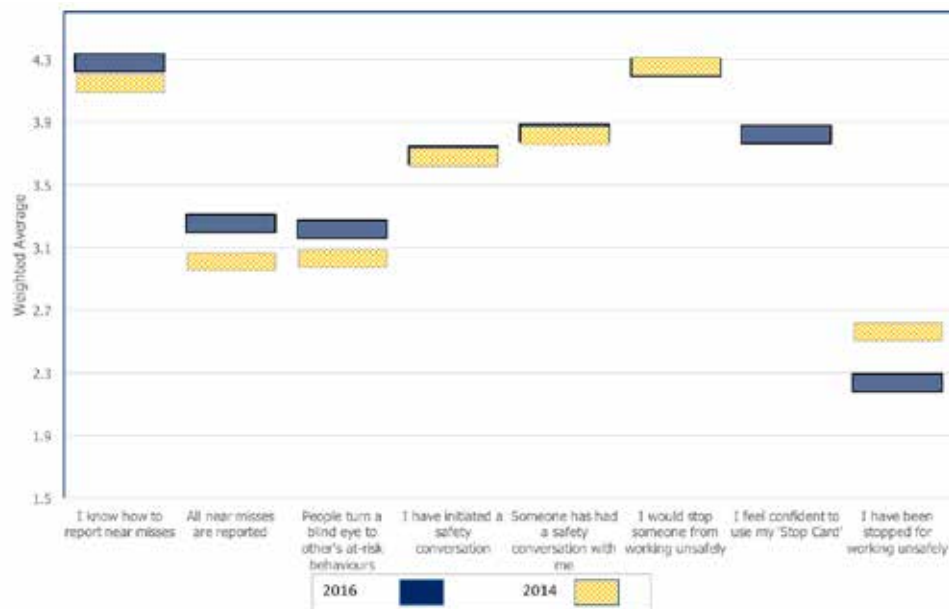
Selection of Comments from individual Business Unit Reports

- Change management is weakest area, e.g. change of location and or access route or an improved method in response to change in circumstances or site
- Procedures can sometimes slow the job down to impractical levels while not improving safety much
- We need a longer running time and lead in time to plan and do them safely
- Poor planning has led to constant heavy lifting of core boxes around the yard several times
- While an 'overview' of planning is taken at the estimating stage it is difficult to apply planning when site conditions are usually unknown.
- Scanning location where drilling is planned but is not a habit
- Processes and procedures are drawn out and written in a way that site staff lose interest and miss the information that is important due to the "overstuffing"
- Safety rules and procedures are all known, understood and supported but at times guys still take shortcuts and when this is observed and highlighted they confirm they know what they should be doing!
- The foreman are under pressure all the time with unachievable times on some jobs
- When time is an issue, as in completion of a job or deadline, then naturally we are forced to rush safety isn't always up to standard
- More should be done to stop and review if anything changes. There are individuals who routinely do this and others who need to do more.

Intervention

How likely is it for someone to turn a blind eye to an 'at risk' condition or behaviour?

Changes in individual questions from 2014-16



Top average score:

I know how to report near misses

Lowest average score:

I have been stopped for working unsafely

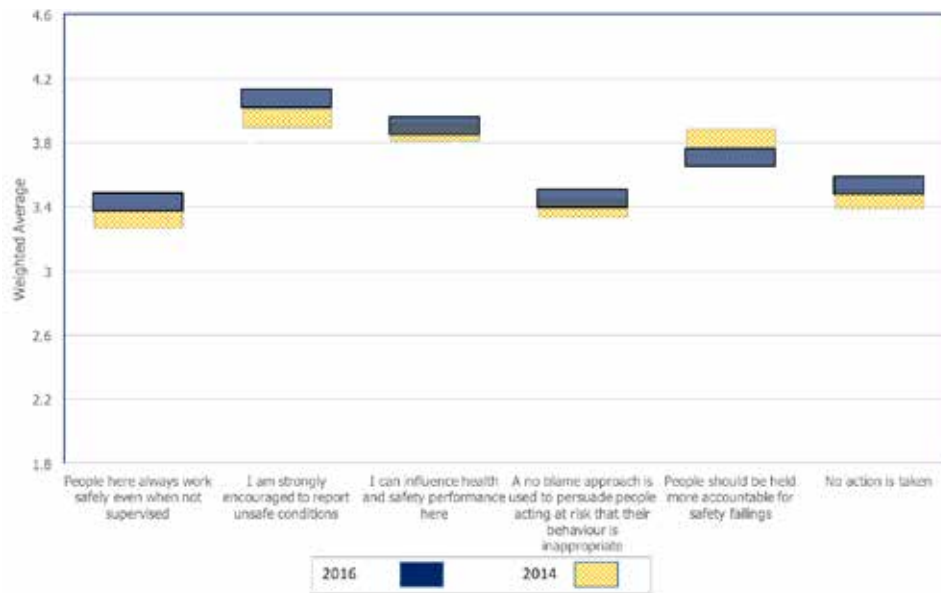
Selection of Comments from individual Business Unit Reports

- Generally our foremen or site operatives are clued up on safety and demonstrate a responsible attitude
- Even though I am not on site I am still aware of STOP Cards etc. and have attended safety days (HomeSafe) held for staff
- Not all near misses are reported.
- I don't know what a STOP Card is
- I used the Stop card recently as the welfare provided by the client was inadequate for the BSL Crew
- Used my STOP Card once and was told to piss off
- I would stop someone from working unsafely but no one listens
- I know the STOP Card is authorised at the highest level, but I am pretty sure I would come under intense pressure from my immediate managers if I were to stop an important project due to safety concerns. I would be wary of blame or possible recriminations.
- Stopping someone from working safely depends on how unsafe
- Workers are more inclined to stop a manager from doing something unsafe than they would each other.
- Seems unlikely that 100% of near misses are reported. Who defines it as a near miss or SAR?
- Every site is different, quite often the client does not work safely around us.

Accountability

What happens when people fail to fulfil their responsibilities or break a rule?

Changes in individual questions from 2014-16



Top average score:

I am strongly encouraged to report unsafe conditions

Lowest average score:

People here always work safely even when not supervised. No action is taken
 Note: this means that most people feel that action is taken

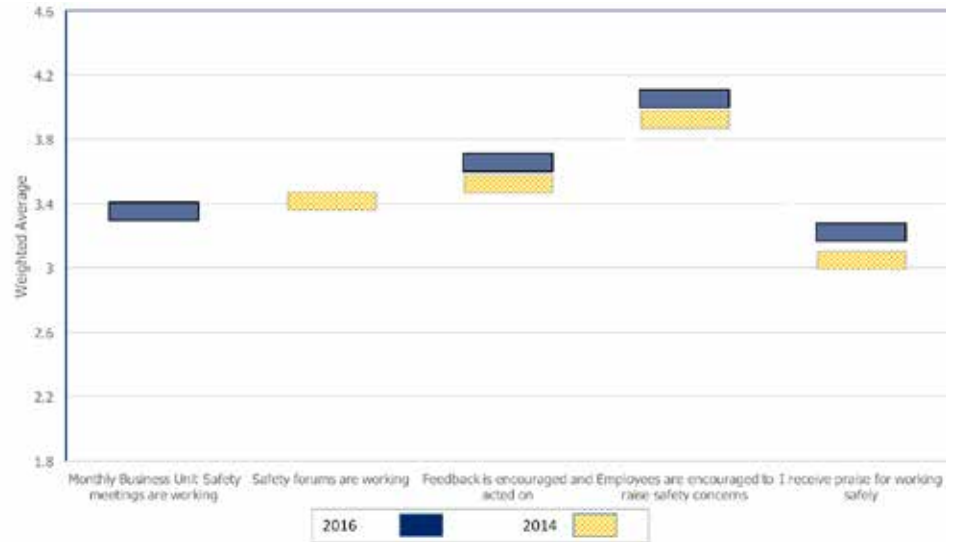
Selection of Comments from individual Business Unit Reports

- You can't have it both ways - no blame and hold accountable - which is it.
- If there is blame - attach it
- Blame culture seems to be very apparent
- Management are too keen to blame somebody and therefore this does not encourage people to report things
- Management/Supervisors/Foreman/engineers can only brief and explain so much. Some people/operatives will still act unsafely despite your best efforts to change that.
- Influence is very limited when office based
- A reminder of working safely and what is being done wrong should be the first course of action. None of this 'seeing unsafe action and reporting it' without bringing it to the workers attention first.
- Too many people love blaming others and creating stories to tell others if a minor problem has occurred. This needs to be stopped - a quiet word or a tap on the shoulder is enough.
- As a company we over react and will stop a method/procedure if we have an incident, often replacing the method/procedure with a system which is more unsafe than the previous. People should be educated/trained in how to carry out the systems of work safely.
- People shouldn't be more accountable for safety failings, people make mistakes and accidents happen but we learn from them

Evaluation

How well are people encouraged to give improvement suggestions or raise concerns and are these acted on?

Changes in individual questions from 2014-16



Top average score:

Employees are encouraged to raise safety concerns

Lowest average score:

I receive praise for working safely

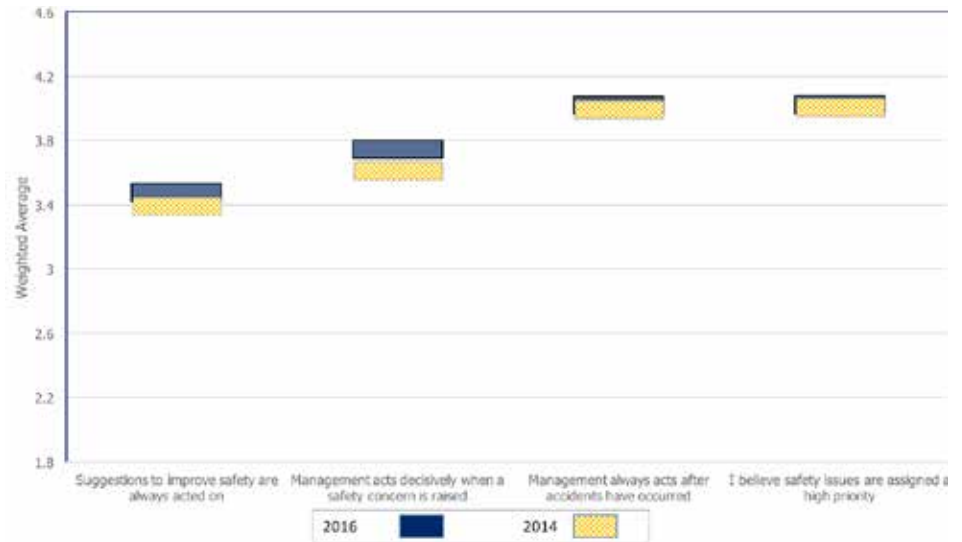
Selection of Comments from individual Business Unit Reports

- I submitted a near miss report and was praised by my line manager
- Receive praise in form of a bonus but not any other form, have never received praise in this company
- Soil Engineering need our own monthly safety breakdown. We only receive the group one and it does not say if it was a reportable incident or not.
- Long wait for requested equipment on several occasions; asked for more logging sheds etc but 10 weeks later still no acting upon our feedback
- I know nothing of monthly business unit safety meetings however they are clearly not working x6
- I would only receive praise during a safety visit/audit. At the end of the job there is no evaluation, ie a well done or having x...accidents or submitting "x" SAR'S/Near misses.
- Pressure is always put on us. Trying to find how bad we perform instead of improving our workplace. No help is ever given
- No need for praise for working safely, it should be standard workplace practice
- We never get praise from the Business manager even though we have an excellent record.
- I have been to some of these meetings with very little feedback on lad's ideas

Develop

What support do people get in developing their attitudes, skills, and knowledge towards safety?

Changes in individual questions from 2014-16



Top average score:

I believe safety issues are assigned a high priority

Lowest average score:

Suggestions to improve safety are always acted on

Selection of Comments from individual Business Unit Reports

- Accidents can still happen when working safely and the way management react to accidents is commendable. The investigations are thorough right through to the conclusion, provided people involved tell the truth
- Perhaps we should all be sent the minutes of the monthly business unit safety meetings to see what was discussed.
- Unfortunately some recent safety incidents could have been prevented from previous near misses
- I don't see the progress of safety recommendations/ observations developing into actions
- My general feeling is that we are doing the right things but there is always this little frustration "we could be even better" coming from the fact that we don't necessarily have enough time
- If an accident happens they try to put pressure on us - management are not likely to improve safety

What in your view gets in the way of safety in your organisation?

The comments have been grouped into the key activators of behaviour used within the Human Factors Process, People and Plant

Motivational comments

- Nothing - the H&S is really good and I feel safe when I come to work.
- Nothing if people listen and work together
- Safety has improved, so nothing
- Employee's behaviour is generally really good and there is also a good team spirit

Improvement area comments

Process

- Production (Many comments)
- Time management/Performance Targets - more time for safety assessments required - many comments
- When it is very unpractical and the slightly less safe option is a lot quicker
-

People

- Complacency – many comments
- Complacency is the enemy of safety - often people don't realise what they are doing may be unsafe, or don't appreciate the possible consequences
- Complacency - change is not always well manage, ie RAMS not updated to reflect change in work
- There is still a perception that production is above safety even though it is not what we say publically
- We still have people willing to take risks or turn a blind eye
- Mistakes/errors in judgement
- Heavy equipment - not enough mechanical aids
- Idiots who know nothing about what they or others are doing
- People's perceptions and culture
- Everyone should learn and obey the safety rules always
- Reluctance to listen to co-workers from management
- Too many people turning a blind eye
- Neglect on site of safety rules

- Working in difficult conditions - weather, terrain etc - nature of the job on some projects
- Lack of time setting jobs up
- Cost/Time/Quality & Safety - difficult to have all three!
- Not having effective communication at all organisational levels
- Poor organisation

Plant

- Bad fumes are so hard to work in we inhale the fumes and it is bad for our health
- Poorly organised sites
- Lack of resources
- Resources and people cutting corners to get a job done on time

If you had a magic wand and one wish, what would make the biggest difference to our safety?

Note: We are still working through all the comments and ideas below as a business and will consider them in future procedures and processes.

Process

- Better prior planning and more realistic timescales to do the work together with more adequate resources, many comments
- No accidents to occur at all
- Think about how to make things simpler and safer and not push to get production results
- Dealing with an issue before an accident occurs. I agree most things are dealt with but some slip through the net.
- Less paperwork with more practical input from operatives.
- Think about how to make things simpler and safer and not push to get production results
- People talking together as a team with management and site operatives about what can be done best on new contracts, so that everybody can work safely together More suggestions or safety meetings
- Better prior planning and more realistic timescales to do the work together with more adequate resources
- Improve planning and thinking ahead - this applies to staff and operatives

- More streamlined/concise safety documentation
- More training for less experienced men
- We should have a 1 hour a month meeting in canteen to discuss safety improvements with foreman/ engineer, and the comments forwarded to office

Plant

- Safer equipment
- Invest in the right equipment and plant and price the job right in the first place
- Having different fields of work at different times, ie no site vehicles while monitoring equipment installed
- Better and new equipment rather than making do with sub-standard machinery
- More space and better organisation of plant equipment. Many comments - Sometimes fire exits and walkways can get blocked
- More room/bigger and clearer working areas
- A stockpile of equipment, rather than having to wait on orders to come in. Better forward planning too

People

- If everyone thought about safety first - Many comments
- More people talking face to face rather than a survey on paper that 90% of people won't take seriously at 7am in the morning
- Personal force fields, but more realistically, intelligent safety communications - there is no need to tell people that dropping from height will hurt

Foresight

- More commitment from middle management to take action on the spot
 - Site personnel truly believing that H&S can make a difference
 - People having a better attitude towards H&S - people get annoyed with safety complaints and don't usually act on them
 - Greater support for our foreman/supervisors on a day to day basis
 - More people talking face to face rather than a survey on paper that 90% of people won't take seriously at 7am in the morning
 - Would want all employees to always think of safety first in any of the production processes
 - Making all employees understand how a small change in our usual ways of doing things can make a big difference to safety
- Attitude of the management to the actual concern of employees H&S
 - Track people's awareness and familiarity, personal records of TBT's and procedures read, more open discussion and Brainstorm safety topics
 - Supervisory people select the right people for the job, to manage the tasks, guidance and instruction is the way forward, praise people for their efforts to promote safety and to actually make sure that they do understand
 - If people were held accountable for breaking H&S Rules or not following procedure then they would be less likely to do so
 - I would make more individuals more responsible for their actions. If they demonstrate poor behaviour they should face the consequences
 - People should not fear for their job to raise safety issues.




BACHY SOLETANCHE


SOIL ENGINEERING


SIMPLEX WESTPILE

VIBRO  MENARD


sixense