

# Contractor Occupational Health & Safety Leadership

## Context

Every employer has a moral obligation and legal duty to ensure, so far as is reasonably practicable, the health, safety, and welfare of employees. Additionally, employers must conduct undertakings so as to reasonably ensure persons not employed are not exposed to OH&S risks.

Financial, commercial, and operational risks and opportunities must be similarly managed, along with the imperative to deliver project time, quality, cost, and ESG requirements successfully, deliver the business strategy and goals, and create value for owners.

Establishing OH&S expectations, beyond meeting obligations and minimum standards, which reflect the organisations values, and particularly the culture created can bring benefits that manifest across all business and project requirements and help improve outcomes and exceed goals.

## Approach

The introduction of a business management system framework enables organisations to share values, raise OH&S and other standards, deepen supply chain partner relationships, identify and mitigate project risks, and ensure compliance.

Such an environment encourages and nurtures a culture that seeks continuous improvement and strives for excellence, increasing the likelihood of meeting and exceeding obligations and broader business and project requirements and goals.

This approach was used with a national contractor to set standards and expectations, drive efficiency and productivity, deliver consistency of process activity and outcomes, manage risk, provide governance and assurance, and set a pathway for continuous improvement.

## Results

- Reduced accident frequency ratio and raised standards, recognised by RoSPA, British Safety Council and Considerate Constructors Scheme Awards.
- Retained ISO and industry procurement (CHAS and Achilles) accreditations, and Safety and Assurance Case approval.
- Enhanced opportunity and risk management, integrated assurance, and introduced knowledge management through community of practice ownership.
- Improved Customer Satisfaction ratings, regional and national framework awards, repeat business, and sustained growth - exceeding £1B turnover.

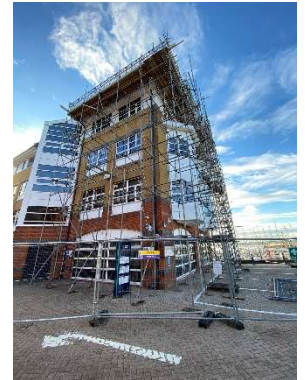


## Actions

A safety culture maturity assessment, together with industry best practice benchmarking, emerging regulations requirements, and rising client expectations, were all used to determine key areas and opportunities for improvement.

Existing standards and procedures were improved, and new introduced where necessary, to meet integrated and enhanced targets and goals, that simply became “how we do business.”

This standard for all regional businesses, provided common governance and assurance, but also consistency of approach, performance, and delivery - particularly noticed and appreciated by national customers.



## Outcomes

Such a strong foundation enabled successful implementation of the “Zero Harm” behavioural programme - engaging all employees and supply chain partners in recognition that collective effort was needed to achieve improvements benefiting all persons involved and affected by operations.

The improved culture, demonstrable links between outcomes, results and business values, and stronger supply chain relationships, helped deliver consistently high standards and performance, rewarded by improved OH&S performance and increasing levels of repeat business.



## Outputs

**OH&S:** enhanced CDM compliance, consistently high CCS scoring, setting standard risk control arrangements, root cause incident investigation and analysis, and raised skill levels through training.

**Quality:** elevated customer satisfaction, collation and repeatability of best practice, “right first time” approach, standard quality controls, defects analysed for preventive actions, and consistent assurance.

**Commercial:** standard terms and conditions, approved supply chain database, structured risk and opportunity management, and enhanced design management, validation, and verification.

**Time:** “on-time” initiative, critical path planning and monitoring, and specialist contractor management and coordination plans.

**ESG:** setting environmental standards and risk control arrangements, emergency preparedness procedures, shared best practice, and enhanced assurance.



## Client Value

This experience of leading the successful transformation of occupational health and safety, business risk, governance and assurance, and broader business improvement activities across a contracting business, underpins how **Kershaw Consulting** is helping clients improve outcomes and exceed goals.