

A GLOBAL OSH APPROACH AT SKANSKA

1. Organisations involved

- Skanska AB
- Skanska Slovakia

2. Description of the case

2.1. Introduction

The Skanska Group occupies fourth place globally in the project development and construction sector. Its headquarters are in Stockholm, Sweden and it has 52,000 employees worldwide. Skanska SK a.s. is the Skanska Group subsidiary in the Slovak Republic, which has been operating in the Slovakian market since 1999. Its headquarters are in Bratislava, Slovakia. Skanska SK a.s. has eight plants in Slovakia covering the areas of building construction, road construction, commercial and residential project development, public-private partnerships and many other specialized services.

It is well known that construction is a high-risk activity. For this reason, Skanska recognises social responsibility as one of its most important tasks. It strives to ensure that everyone who works for Skanska does so under the right conditions for the safe performance of their work.

Skanska has implemented a highly comprehensive and well-targeted safety policy since 2007, containing Safety Strategy Guidelines and Skanska Safety Standards that are applicable to all the Business Units.

2.2. Aims

The most important challenge for Skanska is to conduct operations in ways that do not harm people involved with its activities, either directly or indirectly; to provide injury-free workplaces.

The main aims of their global OSH approach are to identify best-practice solutions across the entire Group and introduce them in all the business units, which will create a common understanding of the aim of the safety policy so that it can be consistently incorporated in each business unit safety system and achieve consistency of performance across all the businesses.

2.3. What was done, and how?

Skanska implemented its first safety policy years ago. In 2007, they enhanced the existing policy, building upon the safety improvements already visible across the business. The Skanska Safety Policy 2007 consists of a Policy Statement that outlines the functioning of the entire company, Guidelines to aid implementation and the Skanska Safety Standards. The safety standards document the requirements to ensure safety at work. These documents are essential as the basis for the establishment of a quality system. The Skanska group has met the conditions to implement and certify a system of safety and occupational health according to the specification of OHSAS 18001 standard. Establishing the quality system allowed them to continuously improve all aspects of safety at work.

The quality system aims to eliminate or reduce the risk of workplace accidents. The effectiveness and efficiency of the continuous improvement in safety at work depends on the effectiveness of the measures implemented. The focus is on adequately implementing the safety policy and related

measures.

The Skanska Safety Standards give the advantage of working to common rules whatever the home market. They provide the global minimum that all parts of Skanska must achieve, covering the twelve following target areas:

- Risk Assessment
- Personal Protection Equipment
- Working at Heights
- Induction Training
- Incident Management
- Confined Spaces
- Electrical Safety
- Excavation and Trenching
- Fire Prevention
- Lifting Operations
- Temporary Work
- The Management of Vehicles on Site

These Global Safety Standards are regularly reviewed by the Skanska Safety Performance Network (SPN) and new safety standards are implemented whenever necessary. The SPN includes the senior safety representatives from each of the Skanska Group businesses. The SPN is a network of safety specialists exchanging information on safety and the good practices identified in its various subsidiaries so that all the other company branches can benefit from them. Skanska adopts rigorous safety rules that go beyond the legal minimum, provides safety training and education for its own employees and contractors, incorporates safety into the production process to avoid conflicting priorities and works with others.

The important part of the successful implementation of the whole global OSH approach lies in effectively organised management. Safety in Skanska is viewed as a line management responsibility, which ensures that adequate resources are in place to meet the commitments of the safety policy and to monitor and report progress. The ultimate responsibility for safety in Skanska lies with the Skanska Senior Executive Team (SET). Skanska's President appoints a member of the SET to take the lead in safety issues and the Sustainability team reports to him. The Sustainability team is led by a senior vice president (SVP), whose responsibilities include safety, health, environmental performance and ethics.

Skanska found that the regular, accurate and consistent measurement of data is essential. Based on this, the management monitors progress in relation to the strategic targets related to safety at work and take action where necessary. To support this Strategy, Skanska has implemented a monthly Safety Statistics Reporting Protocol supported by a global database for collection and analysis. Skanska places increasing importance on adopting, measuring and reporting the performance of a range of Leading Indicators in the area of safety. They have adopted the following global safety targets:

- Zero Fatalities
- A Lost Time Accident Rate (LTAR) of less than 1.0 LTA for every million hours worked. This means that 3 out of 4 accidents need to be eliminated by 2015.

Executive Site Safety Visits at each Skanska Business Unit nominate at least two further Local Leading Indicators that they measure and report on every month. Many businesses have additional

leading safety indicators to drive local safety performance.

If there is a work related fatality at any Skanska Worksite, a Global Safety Stand-Down (GSSD) is held at every workplace in all the home markets. The GSSD is an opportunity to pay respects to the deceased, family and friends and to learn from the incident to prevent its recurrence. The GSSD takes place at every Skanska workplace and also includes contractors and clients. In addition, Skanska now collects and collates information on serious incidents from all worksites and makes the lessons learned available to all Skanska Business Units using the Serious Incident Flash report.

As a learning organisation, Skanska transfers the best practices from one part of the organisation throughout the whole business. In 2006 and 2007, all Skanska workers in the construction professions took part in a training programme called 'They are waiting for you at Home' which significantly improved their understanding in the area of safety and occupational health. The name of the training program was the motivating factor for the participants, warning them that their own safety is a very important issue for their families and relatives.

In the context of the implemented OHS quality system, the procedure on the sites and checking the documents is supervised by the health and safety specialists, who also monitor the processes implemented by subcontractors with an emphasis on adhering to all the rules for safety and occupational health.

An important event that supports safety and health at work is the Skanska Safety Week, which has been run by the company in all its worksites worldwide since 2005. This is an important workplace safety initiative, given the significant number of company branches and employees involved in the event – customers, suppliers, subcontractors and business partners included.

The 2010 Skanska Global Safety Week focused on involvement and engagement. One of the two themes, 'Being involved' emphasized that everyone has a part to play and everyone is responsible for a safe working environment. The second theme asked the question 'What can we do better?' Everybody was urged to speak out and share ideas on how the safety in their worksites, depots and offices could be improved. Clients and partners were also involved in the dialogue.

Based on previous experience and the well-established and effective functioning of the OHS system, Skanska has set itself a very ambitious target: in 2011, Skanska is beginning a strategic plan that aims to deliver a consistent zero fatality performance and a global lost time accident rate of < 1.0 accident per million man hours worked by 2015. Achieving the zero accidents goal is an opportunity to be the world leader in construction safety.

2.4. What was achieved?

The company has identified a number of achievements in connection with the established system that ensures the continuous improvement of safety and health at work.

The company lists the following as the most important achievements from the whole project:

- The global comprehensive safety approach that is developed and implemented within each business unit (subsidiary)
- The partnership approach, in which the company, its subcontractors, suppliers, customers and the general public are partners in ensuring safety
- Measuring and monitoring safety performance is implemented as a key aspect of the continuous improvement cycle.

2.5. Success factors

After the implementation of the quality system aiming to eliminate or reduce the risk of workplace accidents, Skanska has reduced accidents globally year by year in line with their target of zero work related accidents by 2015. One significant success is a 35 per cent reduction in the number of lost time accidents, which is compared to 14 per week as a yearly average. In 2009, the weekly average

was 20.

Skanska successfully organised the world's largest workplace safety initiative in 2010, managing to motivate and involve 49,000 Skanska employees worldwide and thousands of subcontractors, suppliers, customers and business partners.

2.6. Further information

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2.7. Transferability

The global approach Skanska has established in the field of occupational safety and health is transferable to all businesses. It is especially useful for global companies with subsidiaries in different countries because Skanska have solved one of the biggest problems global companies face – how to provide the same level of health and safety in all parts of the company.

3. References and resources:

- www.skanska.com