

Health & Safety Performance



Introduction

As we look back on 2009 Amey has much to be proud of.

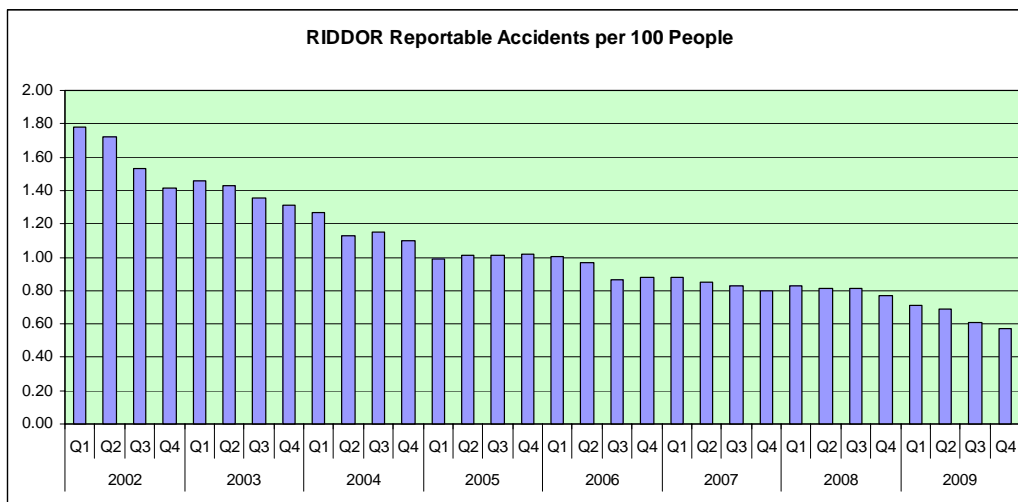
During the year we achieved a significant 26% improvement in our accident rate, launched the Well-being and Go Green campaigns and made a 4% improvement in our carbon footprint.

The expectations of our staff and the Executive Board however mean that we cannot become complacent and during 2010 we need to continue this path of continuous improvement.

Key Achievements in 2009

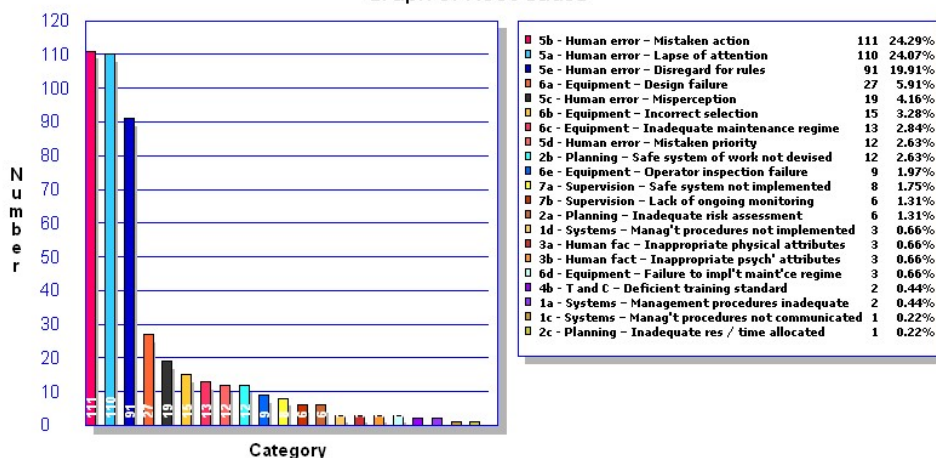
1. Accident Incidence Rate

During the last 8 years we have reduced the number of RIDDOR reportable injuries per 100 people from 1.78 to 0.57 – a 67% improvement



Whilst this is a commendable performance, there is evidence that the rate of improvement is slowing down. In addition, analysis of the root cause of each incident shows that 80% of them were attributable to unsafe acts by the individual concerned.

Graph of Root Cause



These two facts led to the CEO to lay down the challenge to the business to devise and put in place a programme to achieve zero accidents.

2. Expansion of the Occupational Health Programme

During 2009 Amey changed its supplier of occupational health services to Medigold. At the same time the opportunity was taken to review each role in Amey and to refresh or put in place an enhanced occupational health regime. Each operating Division now has updated, clear guidance on the support, medicals and referrals available for its people. The medicals include optional "lifestyle" tests such as cholesterol and prostate levels – these are free of charge to our employees.

3. Introduction of an Employee Assistance Programme

Amey has now employed a Wellbeing Manager to put in place a programme of activities, events and publications to help our employees to achieve a better work-life balance. As part of this programme we have employed Validium to provide a confidential employee assistance programme (EAP) for employees and their families.

The EAP is a welfare initiative available by phone to give counselling, information, signposting and support. It covers a wide range of topics, including legal information; debt counselling & financial information; health and wellbeing; and younger and elder care.

4. Drugs and Alcohol Policy

Amey's drugs and alcohol policy has now been implemented across the Group. It requires employees to attend for work in a fit and appropriate state with no impairment from the misuse of alcohol, drugs and similar substances. Any employee who has a dependency is encouraged to declare this and will be supported in a rehabilitation programme.

The test failure criteria for alcohol has been set at 29mg in 100 ml of blood (driving limit is 80mg) and for drugs has been set at zero illegal drugs. Failure will lead to dismissal.

Booklets were issued to employees to give guidance on the policy, and to provide information on the effects of prescription and over-the-counter remedies for illnesses. These enable employees and managers to check for adverse effects of the medication and highlight where duties may need to be restricted for safety reasons.

5. Incident Management and Follow Up

Performance indicators were introduced during the year such that all investigations into RIDDOR incidents shall be completed within 3 weeks and all actions arising shall be completed within 3 months. Compliance with these indicators was reported to the Executive Team monthly.

Highlighting these issues achieved the desired effect, with accidents and actions now being completed in a more timely manner.

6. BS OHSAS 18001 Occupational Health and Safety Management Systems

During 2009 BSI carried out some 50 days of assessments across the Amey Group and confirmed that registration to BS OHSAS 18001 is continued.

Key Plans for 2010

a) A Branded Campaign to Achieve Zero Accidents

In response to the challenge laid down by the CEO, the “Target Zero Every Day” campaign will be formally launched early in 2010. The contents of the programme for the new 2 years are currently being finalised.



b) Behavioural Safety

A key element towards achieving zero accidents will be to change attitudes and the self-fulfilling expectation that accidents are inevitable. The first step towards this will be to train or refresh the training of the top 300 Amey managers in the Visible Felt Leadership techniques. This sets the acceptable standards and gives managers the necessary skills to spend significant time in the field, observing work taking place and discussing their safety observations directly with the workforce.

Where work is carried out to an acceptable standard, managers must take the time to recognise this with their staff and give positive feedback. Where work is being carried out unsafely then they must stop the work immediately and ensure the behaviour is corrected. In this way the whole organisation will be sent a clear message that unsafe acts are not tolerated and everyone will see that the leadership of the company is dedicated to working safely.

It has been shown that this approach will steadily change the culture of the organisation such that a personal injury becomes a very rare event.