

Health, safety and wellbeing

Safety is our first priority and we want everyone to go home safe and well from our sites each day. We work closely with colleagues and contractors, communicating our policies and procedures so safety is always top of mind.



2020 highlights

- Annual Injury Incidence Rate (AIIR) of 151 reportable injuries per 100,000 employees and contractors (2019: 156)
- Implemented new safe operating procedures to protect colleagues, contractors and customers during the pandemic
- Rolled-out powered respirators to reduce risks from dust inhalation
- Ran 53 online safety training sessions for site management teams

Plans and targets

- Maintain or lower our AIIR, compared with 2020
- Train customer service teams on conducting safety risk assessments when responding to customer call-outs
- Update our Construction, Design and Environmental Management manual and roll-out a training and audit programme
- Run a dust awareness campaign for subcontractors
- Train business unit management teams to record safety observations when visiting sites
- Support Site Managers to improve safety performance through site inspections and follow up by our safety team and HSE Advisors

Safety culture and management systems

Potential health and safety risks on our construction sites include slips, trips and falls, as well as risks associated with working at height and using heavy equipment. We have rigorous policies and procedures in place to address these risks, supported by training, communication and visible leadership. These include:

- **Our Health, Safety and Environmental (HSE) Management System** – This covers all business activities, and we have specific HSE plans for every site. It is based on (though not certified to) OHSAS 18001. Our HSE operational manuals and Site HSE Manual cover all relevant safety procedures and are regularly updated. Our manual can be viewed via a mobile or tablet while on site. We develop Health, Safety and Environment Improvement Plans at Group and regional level.
- **Senior leadership and oversight** – Directors from our regional businesses review HSE during site visits, including making unannounced spot checks. Production Managers review performance with Site Managers on a monthly basis. Health and safety performance is the first item reviewed at every business unit management team board meeting and at our Group Management Team meetings and plc Board meetings.
- **Internal and external audits** – Our management system is audited by our internal regional HSE Advisers and independent external site HSE Advisers. Our external site HSE Advisers carry out independent unannounced site inspections at least monthly as well as planned visits.
- **HSE training** – All production and site management teams undergo training supplemented through regular workshops and briefings. Site Managers and production teams complete a full day's health and safety refresher training every year. These interactive sessions explore best practice, behavioural safety and tools for managing and communicating safety on site. All new Directors and Group and regional Managing Directors complete senior management HSE training. Regional and site

HSE Advisers assist new managers with understanding and implementing our standards. We used the period of lockdown to carry out additional online training with our Site Managers, around 750 hours of training were completed.

- **Regular HSE newflashes and memos** – These highlight key issues as well as legal and best practice updates. We monitor employee engagement on safety issues through our performance metrics and employee surveys.

Partnering on safety

Many workers on our sites are employed by our contractors, so we work closely with them on safety. Our approach includes:

- Risk assessment and vetting procedures to confirm that all contractors have the right knowledge, skills, resources and experience to manage health and safety to our standards. Our requirements include, for example, that contractors have arrangements to check that safety critical workers are medically fit to operate mobile plant.
- Our 'Operative's Journey' process, which includes our HSE site induction, regular poster campaigns and site safe briefings
- HSE site support teams that participate in monitoring and improving site safety. Team members are nominated by the Site Manager and given a blue hat in recognition of their role and to make them visible on site. Operatives can talk to them about HSE issues, concerns or suggestions for improvement.

We employ an external organisation SMAS (Safety Management Advisory Services), to support contractors to obtain and renew their third party H&S accreditation and risk assessment each year. We reached 91.8% compliance in 2020.

We are a member of the HBF Health and Safety Committee, contribute to the HBF's Action Plan for Health and Safety, and are members of the British Safety Council. We have signed up to the Construction Logistics and Community Safety initiative (CLOCS) and committed to developing our traffic management systems.

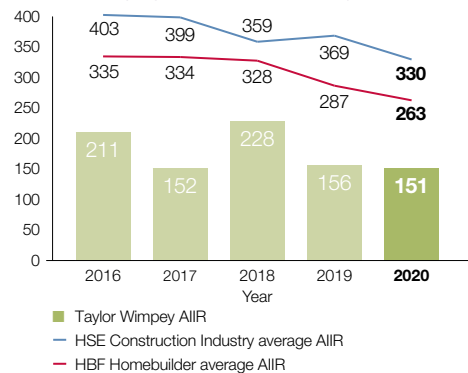
Performance in 2020

We monitor all lost time, reportable and major injuries involving direct employees, contractors' employees, visitors to our sites and members of the public. We also monitor near miss incidents to help prevent possible future accidents.

Our Annual Injury Incidence Rate (AIIR) was 151 reportable injuries per 100,000 employees and contractors in 2020 (2019: 156). Our AIIR for major injuries per 100,000 employees and contractors was 58 (2019: 44). There were no fatalities.

We introduced a new online HSE platform in 2020, SHE Assure, that will improve how we log and use safety data including reports on accidents, incidents and near misses and HSE inspections and audits. The system includes an easy-to-use safety observation recording system that can be accessed via a mobile phone. We will be encouraging all operatives, managers and leaders to use the system to record both positive safety performance as well as any concerns or observations. Over time, the system will give us more insight into the causes of accidents and safety trends.

Health and safety performance Annual Injury Incidence Rate (AIIR) for all reportable injuries (incidence rate per 100,000 employees and contractors)



Notes to chart: The HBF and HSE average figures are from the HBF H&S Statistical Analysis Report for 2019/20 published in December 2020. Health and safety data is verified by the Managing Director for each regional business, validated by our internal HSE advisers, and cross-checked by external advisers to ensure compliance and accurate reporting.

Occupational health

We manage a range of occupational health risks on our sites. This includes providing protective equipment and procedures to reduce and control construction-related dust. During 2020, we introduced powered respirators on our sites which are more effective than face masks at reducing dust inhalation for people with stubble and facial hair. We've also made them available at a discounted rate to groundworkers and other contractors.

We run a sun safe campaign in the summer months and provide free high factor sun screen for colleagues, contractors and visitors.

In partnership with the British Heart Foundation (BHF), we've installed defibrillators on all our construction sites and regional offices. We've trained our first aiders and site HSE Advisers on how to give CPR (cardiopulmonary resuscitation) and use a defibrillator to help someone experiencing cardiac arrest. We donate the defibrillator to the community once construction has finished on site and several donations were made in 2020.

Read more about health and wellbeing on page 25

Safety in Spain

In Spain, we have a comprehensive health and safety management system and internal audit process. Each site is visited at least quarterly by the relevant directors and regular site HSE inspections are carried out by our independent site HSE adviser. We provide health and safety induction training for all new contractors and subcontractors on our sites.

Site safety during the COVID-19 pandemic

Safety is always our number one priority and never more so than during the COVID-19 pandemic. Construction sites were allowed to remain open during the first and subsequent lockdowns, however we took the decision to initially close our sites to give us time to develop and implement safe operating procedures and new ways of working.

These included changes to site layouts to allow social distancing, including one-way systems, outside seating and wider walkways, and new procedures for shared facilities such as changing rooms and canteens. We installed more hand washing and sanitation stations and increased the frequency of cleaning.

We also developed our own bespoke personal protective equipment to be used on any task where it is not possible to maintain social distancing. Each site appointed a COVID-19 Coordinator to assist the Site Manager in ensuring that everyone followed our safe operating procedures.

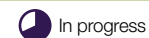
As we gradually re-started construction in May 2020, we launched an online COVID-19 H&S induction to explain the new processes. This was completed by all employees and contractors before their return to site. We also asked site teams, contractors and suppliers to sign a copy of our COVID-19 Code of Conduct, to confirm they would comply with our procedures for a safe working environment. We provided contractors with copies of our risk assessments and COVID-19 guidance.

Progress against targets

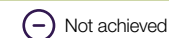
| Target | Progress | Achieved? |
|--|---|-----------|
| Maintain or lower our AIIR, compared with 2019 | Our Annual Injury Incidence Rate (AIIR) was 151 reportable injuries per 100,000 employees and contractors in 2020 (2019: 156). | |
| Introduce H&S passports for trade operatives on our sites | We have introduced safety passports for apprentices and telehandlers. These record the H&S training and risk assessments completed by each employee. Other trade operatives will have passports by the end of 2021. Passports enable our Site Managers to more easily identify training needs when employees transfer between our sites. | |
| Run HSE coaching workshops for our business unit and site management teams to help them engage their teams on continuous health and safety improvement | We ran 53 'best-in-class' sessions for site management teams to explore specific topics and share experiences. 600 employees attended sessions focusing on groundworks, working at height, working with scaffolding and fire safety for timber frame. We also updated other training material to emphasise the role that all site teams and operatives have to play in influencing others to adopt safe behaviours and stopping any activity they believe to be unsafe. | |
| Work with contractors on our sites to introduce new types of face mask to better protect workers against construction-related dust | We introduced powered respirators on our sites, which are more effective than face masks at reducing dust inhalation for people with stubble and facial hair. | |



Achieved



In progress



Not achieved