Elevating Road Safety to a Corporate and Community Priority

## with Paul Cook

**Angela Juhasz:**

Good morning everyone and a very warm welcome to all of you who have joined us today as we chat with WorleyParsons on Elevating Road Safety to a Corporate and Community Priority. Now our webinar presenter today is joining us all the way from London where I'm sure you can appreciate it's very, very, very early in the morning. So a warm welcome to Paul and thank you for your time in joining us at this very late hour for yourself.

Now this webinar is a part of the National Road Safety Partnership Program or NRSPP webinar series and for those of you unaware the NRSPP has been established to provide a collaborate network for Australian business and organisations to help them create a positive road safety culture both internally and externally. It aims to help organisations of all sizes across all sectors to share and build road safety initiatives specific to their own workplace and beyond. It's delivered by ARRB and funded primarily by a government coalition as well as ARRB. For more information and tools like this webinar please refer to the NRSPP website.

Now as I mentioned ladies and gentleman, our webinar presenter today representing WorleyParsons is Paul Cook. Now Paul is based in London as I mentioned and has over 25 years’ experience in HSE gained in industry sectors including oil and gas, mining, services and FMCG. Paul has been with WorleyParsons for over eight years having held roles at a local, regional as well as a global level prior to taking up his current role in 2012.

Now welcome Paul and before I hand over to you I'll just run through a few housekeeping items for those who haven't participated in our webinars before. Now we'll be aiming for about 30 minutes presentation time and we will be recording the webinar today ladies and gentleman so there's no need to take notes frantically. All of the presentation material as well as the recording will be sent to you once the webinar has concluded. My name is Angela Juhasz and I'll be your webinar moderator today. So if you do experience any issues ladies and gentlemen please do get those through to me and I will surely assist.

Now I draw your attention to your control panel where you will see a questions box and we ask that if you have questions for Paul along the way please don't be shy. Type them into that box and I'll address them all at the end of the presentation. Now without further ado I warmly welcome Paul Cook joining us from London. Paul how are you going today?

**Paul Cook:**

I'm doing well thank you Angela and thanks very much for that introduction. And thanks so much for everyone who has joined today and giving you the opportunity to hear the WorleyParsons story on road safety as it is so far bearing in mind that we certainly understand we're only pretty much at the start of our journey but it made some good advances in the early running.

Maybe just to set the scene though a little bit about WorleyParsons for those of you who don't know WorleyParsons. I know I certainly didn't when I joined eight years ago. But WorleyParsons is a top 100 ASX listed company by market capitalisation and we work primarily within the energy resources sector. So that's oil and gas, mining, power generation, infrastructure, etc and we're active across a lot of different phases of project development for many customers. So we are active in the engineering area and of course as you can see there, procurement, construction management and also our consulting and advisory services.

We are geographically diverse operating in 43 different countries across the world. Currently we have around 35,000 employees but I will say that we have many, many thousand more contractors who are very important in executing the work that we do. We have about 1,000 vehicles or in excess of 1,000 vehicles that are either owned or leased by WorleyParsons but that would I believe understate the number of vehicles that we use and have access to markedly. We often use customer vehicles and of course hire vehicles, taxis etc. So we are highly exposed to road transport safety and all that comes with it.

But really today's webinar what I really wanted to do was to share with you as I said our journey and invite questions at the end of the webinar about areas that may interest you. But I guess to set the scene initially certainly and before but since I joined WorleyParsons eight years ago we've worked really quite hard on health safety and environment and our focus has been not solely but largely focused on project establishment, construction activities, field activities that maybe geoservices and other people like that do. We've been focused on how to share our values and get the same kind of HSC performance from our contractors that we expected ourselves and almost surprisingly it really hasn't been until the last couple of years that we've realised that we needed to dedicate a program and our initiatives specifically based on road safety which over the last few years as we've spread across the world has actually become our number one safety risk.

So some of the ways that we've done that is what I'll be speaking to today but certainly one of the underpinning methodologies is the UN Decade of Action and we are signatories. We've adopted the 5 Pillar approach which seems to sit very well with our organisation and really what the webinar is about today is for me to try and explain the approach we've taken in framing our program around the five pillars and also the interesting blend we've had of trying to overlay a global program that is still relevant in local communities and workplaces.

And I guess our story starts in a pretty sobering fashion and it was in the period of 2011 and '12 that we realised and saw tragically – you know – personnel killed in five different countries around the world. And whilst some of these were not technically work related for the safety professionals in the audience today who may think in terms of statistics, these may have fallen slightly outside of our statistical boundaries really made no difference because this was a tragic loss of human life of WorleyParsons people and that was simply unacceptable to our people and our company. So our program started in earnest when the CEO signed the UN Compact in April 2011.

And you know it's not my role tonight to explain in any great depth what the five pillars are - you can see them there I hope on your screen – but what I will be doing is talking about how WorleyParsons has been active within each of the pillars and what we've done. And just to reemphasise what a good framework it has been for us to work from not just in terms of what we've achieved internally but also in communication with our stakeholders such as our customer partners and industry associations etc.

Okay so to get into the meat of it let's have a look at what we've been doing in terms of implementing activities around each of the five pillars.

So the first pillar of course is road safety management and this is really where we had to set out our stall and understand really what it was we expected from our operations globally, not just Australia but of course wherever we operate around the world. And there were two key documents and there were a lot of other materials, guidelines and flyers and booklets and all sorts of things to promote road safety have been developed. But two key documents were the Business Travel Policy – being the type of organisation we are we do have people travelling all around the place on a daily basis and we realised that apart from what was happening within the normal locations that people work we certainly didn't have the controls we desired when people travelled.

So we stipulated what we expected from hire cars, behaviours and expectations around taxis and very keen in countries where there is higher risk amongst public transport to ensure that our locations have vetted taxi or hire car providers so that we get the drivers that we want in the vehicles that are acceptable to us. And we also made it clear that our personnel who travel for business were empowered to take the safety measures that they needed to take and that may mean that they do not need to take the cheapest hire car available. In fact we actively discourage that and apply the NCAP ratings to hire cars as well now. But it's okay to send taxis away. If you're uncertain ring the local management group and find out what is the best way of travelling before you leave.

So a big emphasis was placed on business travel but far and away the biggest thing we did was set out our objectives in the Vehicle and Driving Standard. So this was culturally a big change for us because it's one thing to have expectations but when you write them down and mandate them working at a global organisation there can be repercussions. It's not easy and yet we proceeded. So the kinds of things that were stipulated in our Vehicle and Driving Standard were the type of vehicles. So we've mandated NCAP five star rating vehicles for passenger vehicles and light commercial vehicles.

Our journey management processes were ingrained into the way we do business and I'll speak a little bit about that later but the locations in which we operate around the world were allowed to do it differently. But via risk assessment we determined which journeys would need to be monitored and measured from start to finish and which local journeys could fall under a blanket arrangement. So that was made clear. Our driver competency was absolutely key and also we established a set of nine key safe behaviours which I will talk to shortly.

Pillar two was really where we saw our ability and responsibility to put back something into the communities in which we operate. We saw ourselves as relatively uniquely positioned in terms of the engineering and technological capability we have in expertise to assist with developing safer roads. And there were some very simple examples. We were able to influence the design of pedestrian vehicle barriers on city roads in places like Sofia in Bulgaria. There were other examples where we were involved in pedestrian safety efforts in Australia but far and away our best example is the work we did with the iRAP organisation which I will come to towards the end of tonight's presentation.

In terms of Pillar three I've already mentioned the fact that we've opted for five star NCAP rated vehicles which sounds sensible and eminently achievable in Australia but you do and we did hit some hurdles in countries where vehicles like that were either very expensive or unavailable or simply the concept of NCAP five star just wasn't understood or recognised. I feel that we've largely got over those hurdles for the vehicles within our fleet. Some of the exceptions or adaptions we needed to make was where the NCAP program wasn't available in a certain country then we would use another country's NCAP rating as long as we could establish it was in fact the same model and make of vehicle that was under consideration. But we did have to make some adjustments along the way to make sure that people could do the work they needed to do.

Another big one in terms of safer vehicles was in-vehicle monitoring systems and again we had to be quite clear about what those systems were capable of doing and without being quite specific we found that we were getting quite a large variation in what people were installing. So again in some countries we asked them to install in-vehicle monitoring systems. What they did was install trackers which was really only one of many driving behaviour parameters we wanted to measure. So the specification was very important. We did go down a path of attempting a sole source provider. For us it wasn't achievable. So as I mentioned we stuck to the specification and allowed each location to purchase whatever device they needed as long as it could do the job that we asked it to do.

I think in terms of safer road users this has probably been the gem in our program to date and we've got the most value out of developing what we've termed as the ‘9 Key Safe Behaviours'. And I believe these have been quite pivotal in our success so far. I guess what we recognise is we're such a diverse organisation it's not possible to make rules for every condition or circumstance that a driver may find themselves in. We operate in snow in Canada and we operate in sand in Saudi Arabia. We operate on major freeways. We also operate in places where there are no roads at all. So we realised that there was something more than a regulation or a procedure. We needed something that got more to people's hearts and minds.

So we developed these 9 Key Safe Behaviours and for many of you looking at the slide at the moment you will probably recognise them and say "Yep, they all look pretty standard and lots of organisations have them," and indeed lots of organisations do have them. But I guess the trick has been getting these adopted globally. They're some of the challenges that we've had which I'll talk to in a further slide in this pack but just for now I guess some of the things that jumped out at me as we tried to implement these were avoiding unnecessary travel. For those of us who travel a lot that sounds like a luxury not a key safe behaviour.

But we are like most companies. We're very focused on our customers. We like face time with them. We like face time with our contractors and all of our business partners really but we had to get our operations and our company to take a step back and say "Hey look, does this really need to be face-to-face?", "Do you really need to drive 300 kilometres to have an hour meeting only to drive 300 kilometres back that same evening?", "Is there a way we can journey manage this better?" but more importantly, "Do we really need to travel?" And whilst we don't have statistics on this at this stage my intuition is we do have people using a lot more electronic means of communicating. It doesn't have to just be the phone but video conferences have taken root in our organisation now and seem to be providing a good alternative in some circumstances to road travel.

I'm not going through all of them as I said but some of the surprises we got was around seatbelts. You would think – you know – being from Australia that seatbelts now are fairly routine and vehicles have them and people use them. Certainly not the case in all of the places that we operate and I did say I wouldn't pick out any particular countries this evening but I will say that it is not uniform and that's where we had the tension of local culture versus what company expectations were and I'll talk a little bit about how we've made some inroads into making those changes.

And I guess another one that was important for us is a lot of the time we're not just drivers, we're passengers and what we've done in our organisation is empower our people to implement all of these 9 Key Safe Behaviours. And that means as a passenger you don't suddenly become mute and without an opinion or any rights once you get in a vehicle and we actively encourage our people when they are travelling as passengers to talk to the driver about what their expectations are. Don't get in vehicles that look unsafe and take ownership for their own safety when they're not the person behind the wheel.

And in terms of the fourth pillar I think I also talked about our training. In terms of our training we are currently focused on our business travellers although our online training is available to anyone who does it for the company gets a free licence for a member of their family which is I think great. But we do have training I guess in two main guises. One is an online offering. So all business – anyone who travels for business or drives I should say for business is required to do our online training program. It is an off-the-shelf product called Alert Driving. There are others.

We found Alert to be good. In the time we've been using it, it is what the modern experience of online training is these days. It's interactive, it has lots of video and it also has local content which is important to us. So if you're in Lagos Nigeria and you are doing your hazard perception training – your online hazard perception training for driving you see a Nigerian road. You don't see an Australian road or an American road. And we were able to get that in all the countries we operate and that for us has been a very good thing.

In terms of the content there's really three parts to it. So it has a first part which introduces our people to the requirements of our standard. They then do the hazard perception training and the results of that automatically generates further modules on specific road risks that the driver really needs to focus on.

The final pillar of course is pillar five – Post Crash Response. And really because we do work in some high risk environments and have done for many years we're actually relatively good at responding to crises. We have a group of people around the world highly trained who lead us in our crisis and incident response but of course what they don't have is a crystal ball. And we found the absolute key for us in terms of road safety is to know where people are. And certainly in-vehicle monitoring systems go a long way to do that where they're wired into live vehicle tracking and we have that in a number of locations around the world. But the whole journey management process has been key for us and by risk assessment we don't have journey management protocol for every single trip but it's not an arbitrary decision either.

We do a macro level risk assessment if you like and from that we understand in a location by location, project by project scenario which journeys really do need to be the subject of journey management planning and which ones are just considered local run-around journeys. This has enabled us to know for higher risk journeys where our people are. So this again is an example of where we set a standard but we let each location work out the intricacies for themselves and they've managed to do it in a number of different ways.

So in some parts of the world they're using a paper-based system. They may have a journey management coordinator or several who are dedicated to do nothing but make sure people get from A to B in a safe fashion. But then there are other parts of the world where it's an intranet service and yet other parts of the world where there is a journey management planning provider or vendor where it's primarily done by telephone as by I said an external provider. We have examples of that in some of our major projects in Canada for example.

So where have we got to so far? We recognise we've still got a long way to go and we'd be foolish if we thought otherwise. But what we have seen since we started our program is a 36% reduction in motor vehicle crash rate which is good and importantly we've also seen significantly fewer high potential road crashes. So we're seeing both a reduction in the overall number of crashes but we're also seeing a reduction in the potential severity of those crashes. And one of our challenges for the future also lies in these statistics because if I were to show you a breakdown of WorleyParsons employees versus our contractors versus our joint venture partners we're seeing that we've had perhaps predictively by far a greater impact on our own employees.

So we've seen a quite impressive rate of decline of road transport crashes amongst our people but we have not transferred that same success yet to our contractors and that's part of our focus for future programs. And we're already throwing around ideas about how to get clearer specifications into our tender documents for example and how to open up better dialogue with our contractors. And in many respects we take our lead from one of our major customers Shell who are particularly good at this. They've been terrific in helping us develop our program and one of the things I think it's well worth anyone on this call who is looking at implementing their program is do things like you're doing today and listen to webinars. Go and talk to your industry peers for example and see what they're doing because really I was with Shell just last week in London and again thanked them for – they're pushing the boundaries out there and we're gratefully following in their footsteps. It's a huge advantage to partner with a company who are significantly more advanced in road safety than we are right now.

A final thing I'll say about performance before I move on is we're also now seeing a significant increase in the number of off-the-job incidents being reported. We do encourage that. It teaches us an awful lot about the road conditions and the types of hazards that our people are facing locally. So we feel at the moment by seeing more reporting of off-the-job incidents as a positive affirmation that our program is gaining traction and people are listening. It also fits well with our future programs which will be based more around a 24/7 approach to road transport safety. We knew at the outset of this program we had to start somewhere and we chose to focus on our people who drive for work or travel for work. But we recognise that it's a bigger picture than that. We need to look at family and community and we believe we've made some good steps down that track.

It hasn't all been in plain sailing that's for sure and I guess some of the – I could probably talk to you for three hours about the challenges we've had but I won't do that to you. So I'll keep it to a higher level. And I've just sort of contemplated what have been our biggest challenges and without doubt the communications protocol has been the most important. We thought we were clever and it was important to have our systems and procedures and standards that most organisations have but quite frankly the 9 Key Safe Behaviours has been imminently more effective than all of those many pages. And the reason that is is because they do transcend language and they do transcend culture. They're easy to get a communication about one of them or all of them out and they were really pivotal in getting our executive buy-in. It was something that they could have got quickly and easily and participate in.

So we've made videos explaining our Key Safe Behaviours at our executive management. Equally we've made videos using local people and people who have had personal experiences. So we've had people from Kazakhstan where you saw earlier we had a tragic bus fatality. People in Trinidad who have had similar experiences. People who've had positive experiences from Canada and Australia and Indonesia. So we were able to pull together and include all of the different cultures and geographical areas we work in into the program which has added a little bit to its success.

I mentioned at the start though we do have this tension between company culture and expectations versus local and this is where we found that whilst it's great to have executive CEO involvement preaching the message those kind of people are still very remote from day-to-day activities in a far-flung country. And that's where the local leadership are absolutely pivotal that they engage and they drive home the message to their local people. The education process has been really important.

It seems odd but in some countries and cultures the wearing of the seatbelt is just a foreign concept and you really do need to take it from first principles and explain to people that wearing a seatbelt may be the difference between life and death. And sadly we've had examples in various parts of the world where we've had crew buses crash and quite literally those with seatbelts have lived and those who haven't worn them have died. And explaining the "What's in it for me?" has been absolutely key in local areas.

And I think also really importantly we've had to had consequences and that sounds a bit ominous and they're not always bad. In fact usually they're good and again in Kazakhstan we have a really – I think it's an impressive program - a driver reward program where based on the in-vehicle monitoring statistics the best drivers are rewarded. It's a small reward but it's every month and it maintains maintenance in our program which is probably the final challenge that I wanted to mention today is maintaining that momentum in the program.

I've already mentioned Shell who I think do a fantastic job of their road safety program. They're more than 12 years into their program and they're still developing it. They're still looking for the next horizon and that's what we need to do. And WorleyParsons is probably known for its entrepreneurial and innovative culture which means people get bored with stuff really quite quickly. So we can't have the same road transport safety program next year as we had this year. Yes we can't forget the principles but we have to keep moving and keep refreshing and it's just incredibly important for us and I'm sure it is for the organisations that other people are on this webinar.

I did say I wanted to come back to a good news story to sort of finish the talking part of this and allow to open up to any questions there may be but as I said we've been largely focused on our business travellers and our people who drive for work as a day-to-day activity. But we haven't forgotten it's a bigger picture and we do have a community focus. And this particular effort is one that I think sits well with the sponsors of this webinar and generally what WorleyParsons is about in terms of the broader community. But in partnership with iRAP we were able to take a look at their well respected, tested and internationally recognised road assessment process and make some augmentations to that.

So what we were able to do was transfer that concept onto low cost tablets and by using some technology of GPS and cameras we were able to get a tool which was pretty simple to use on an iPad or similar, be used out in situ on the roads. And it basically meant that assessments could be done a lot more effectively and a lot quicker. So we later tested the devices and thought they worked pretty well. Then we went to a pilot last year in South Africa. So our sponsors are the Road Safety Fund Safer Schools Program.

We thought we would take the iRAP tool that we helped augment to South Africa and we were able to successfully pilot the device around some schools in Cape Town. And this gives us great hope because obviously in South Africa for those of you who've been there the roads are not at all the safest places that you'll find. There's a lot of them that need help and obviously no government can afford to fix all roads at once. So this tool helps I think enormously in allowing local governments to profile their roads and make sure that they spend wisely when they're looking at their road transport safety budget. So it's still early days but for me it was a great initiative that I think we can be proud of and something that looked beyond just our company employees but the community in general.

So that's a pretty quick run-through of the WorleyParsons program as it currently stands and as I've said a couple of times now we appreciate we're only towards the start of the journey, not the end but we feel we've made a positive start. And we're more than happy to…

**Angela Juhasz:**

Sorry Paul. You've dropped out there for a second, but I will take this opportunity... to have joined us today and encourage you to send any questions through if you have any for Paul and we'll get those through to him. And I did want to mention at this point as well that our webinar today as well as many others has been sponsored by Safe Work Australia and we thank them for their ongoing involvement and support of the NRSPP and our webinar program. So a big thank you to them.

Now we have had a couple of questions and Paul before I get to those. I'd just like to firstly, thank you for sharing your story with us. Instigating change and managing that change in any organisation is a mammoth effort and I know that with anything I've tried to do it's very difficult to get people on board, even if the benefits are quite obvious.

We have had a lot of questions relating to the challenges that you're faced and how you've overcome those. So could you tell us a little bit more about some of the biggest challenges and how you've overcome those?

**Paul Cook:**

Sure. Well I guess one of the things is we need to be honest with ourselves. Everyone has seen what's happening with the oil price. Since the Global Financial Crisis money has been a paramount issue. So it would be foolhardy to pretend that even with such a critical program as road safety is that there's infinite funds available to deal with it. One of the absolute critical parts of our program has been to demonstrate the value that our land transport safety program can bring. And we had to be reasonably sophisticated in the way we did that and it was probably something as HSC practitioners we didn't necessarily anticipate.

So along with the obvious preservation of human life which is infinitely important we were able to show environmental benefit, running cost to vehicle benefit and really having a rock solid basis for the program to begin with was a big challenge to get that accepted because we knew it was going to be a multi million dollar program and would be over several years. So we certainly found that a challenge because without that you can't even get out of the gate - let's be honest.

Probably the biggest challenge we've got right now is influencing our contractors. As I mentioned the WorleyParsons people, they work for you. They're obliged to follow your processes although it's not a big stick activity. It's more an encouragement and education communication program but getting those people who are one step removed from us - our contractors on board still is our biggest challenge and we're having some success. But again and I think I've mentioned them a couple of times tonight - Shell. By taking a leaf out of Shell's book they are – they constantly have the door open. I'm in contact with their Road Safety…

**Angela Juhasz:**

I'll move to another question. This is an interesting one. There are some countries where finding good drivers with the HSC training, experience, mentality is difficult. Some projects and companies do not allow ex-pat driving outside the project site or even – sorry – or even at the site. How do you manage and balance this condition or challenge?

**Paul Cook:**

Yeah. We face exactly that and basically we have a relatively sophisticated risk management process that helps us decide that. To be honest we have really – we make that decision most often, not exclusively but most often on a security basis and it's not so much that the drivers are incompetent to drive on roads. It's more the consequence of an accident and whether they'll be misappropriated by people who appear to be Police Officers. There could be dire consequences of being a novice in the country. So we make that decision very early in our mobilisation process around, "Yes, this is a place ex-pats can drive," or "No, it can't." But it’s not a blanket ban by any means.

So if you're going to countries like Australia, US, UK you can certainly drive as an ex-pat but Nigeria, Kazakhstan not so much. So to answer the question we base it on an assessment of risk of the project or location in development onset.

**Angela Juhasz:**

Great and another question here from Peter. Thank you Peter for getting that through. So the question is "Whilst the program is still evolving, in driving home the program and key safe behaviours has WorleyParsons addressed matters of non-compliance with staff and contractors?"

**Paul Cook:**

Yeah we have and to be honest we've allowed that to evolve slightly differently in different jurisdictions but most locations now are moving towards a just culture model. So it's a similar method that is used for other HSC non-discretions. It's kind of based on James Reason's Culpability Model whereby it's quite simply, "How severe was the transgression and how much could the individual have done to prevent it?" So we don't have a "Three strikes and you're out," approach whatsoever. It's more as I mentioned just culture and how culpable is the individual and how much were they able to influence the behaviour or the outcome…

**Angela Juhasz:**

Great. Thank you for that question and David has a question as well and David's asking, "Do you plan an advocacy role for road safety with governments or civil society organisations?"

**Paul Cook:**

Not really. I mean we are involved through our corporate social responsibility program which is itself quite new with a few selected NGOs and we have a process by which those are vetted and approved. There's only three or four themes that we currently have on the go in CSR and road safety is number one actually. So we're active in some areas but I wouldn't say overly so.

**Angela Juhasz:**

Alright and a couple of great little comments have come through here. Jerome's saying "What a fantastic initiative. WorleyParsons should be very proud. A great example of a corporate citizen." So thank you for that comment and another comment here from Edward who said "More of a comment. I like the idea of organisations utilising teleconferencing and videoconferencing over long distance travel to save on travel," which I agree is a brilliant initiative.

**Paul Cook:**

Okay.

**Angela Juhasz:**

And we have a question here that sort of relates to earlier on in the webinar when you were talking about the NCAP safety standards and so forth. So the question reads, "You mentioned hire cars. What was the NCAP safety standard WorleyParsons expected and did this actually occur in the field?"

**Paul Cook:**

Yeah. We initially started with a four star rating which is a pretty good standard of vehicle and prevents a lot of significant injuries but we have moved it to five star as we found that vehicles were becoming – five star vehicles were becoming more and more available. So what we did see in the early days was a real – a lack of utility vehicles that were available in five star NCAP rating and that has largely resolved. There's a lot more of those vehicles now. So yeah we've moved to five star NCAP rating and that's what we expect to see in the field and that's enshrined in our Business Travel Policy.

**Angela Juhasz:**

Excellent. Well we might take one more question before we finish up our webinar for today and of course Paul's details are there on the screen in front of you and they'll be sent out in email also. So if questions do come to mind once the webinar has concluded I'm sure Paul would be happy to hear from you and address those after the webinar.

One more question here. So this one's from Justin and it reads, "You mentioned using telematics to reward drivers. What behaviours are you looking for which you recognise?"

**Paul Cook:**

Yeah. Really it's consistency across the week I think it is we were measuring in Kazakhstan for example or other locations different time periods. But it's a combination of not speeding, staying within geo-fencing areas where they're provided, harsh braking is measured, harsh acceleration is measured and these parameters I should add - this is where it gets a little technical and almost beyond me - but we do set those parameters slightly differently based on locations because those of you who've driven in Bangkok for example know that if you're not standing on your brakes pretty regularly you're just going to go into the back of the car in front.

So parameters are set I guess what would you say? Yeah the parameters are set locally but the actual style of driving we expect is global. So we will always measure harsh braking, harsh accelerating, speeding, over-revving of the engine and staying within geo-fencing where it's appropriate.

**Angela Juhasz:**

Great.

**Paul Cook:**

Yeah. So they're the things that we look to reward and as I said the rewards are small. And often I should also say these all roll up into a monthly score. So it's usually out of 100 and people who get between 98 and 100 may get something and it might be something as small as a certificate. Sometimes that's of no monetary value. It's just they get their picture in the local newsletter shaking hands with the local director and that's reward enough in many locations.

**Angela Juhasz:**

Absolutely. I think just that acknowledgement is definitely reward enough. It doesn't have to be about an expensive gift or prize or anything like that but yeah just acknowledgement of that good behaviour.

Alright Paul I thank you so, so very much for staying up late or rather into the early hours of the morning over there in London time to deliver this webinar for us and to share the WorleyParsons experience with our audience here today. And just on that once again our sponsor today for today's webinar as well as the other NRSPP webinars is Safe Work Australia and we thank them again also for their working alongside us.

If anyone does have any questions that we have run out of time to address today please feel free to get in touch with us after the webinar and I'm sure Paul would be more than happy to chat with you thereafter.

Thank you again Paul and thank you everyone for your time today. I hope you can join us for future webinars.

Have a nice day.

**[End of Transcript]**