

April 2015

WorleyParsons

*Elevating road safety
to a corporate and
community priority*

CASE STUDY

NRSP
NATIONAL ROAD SAFETY

PARTNERSHIP
PROGRAM

**PARTNERSHIP
PROGRAM**

Organisation: WorleyParsons

Australian Fleet Size: 40 (Globally: 1,000 company vehicles)

Australian No. of Staff: 3,000 (Globally: 35,600 employees)



WorleyParsons

resources & energy

Case Study:

'Think global, act local': Making road safety a company-wide concern and a local priority

Key Outcomes:

- Road safety is often the most critical employee health and safety risk companies face
- Implementing effective road safety initiatives that achieve consistent buy-in from all levels of the workforce can bring immediate results
- The UN Decade of Action Safe System '5 pillar' approach to road safety, framework available to provide effective direction for companies improving road safety
- The 'think global, act local' maxim holds true for road safety for large companies. It is possible to take a global approach to road safety and still ensure programs are locally relevant
- Internal communication programs, that take a strategic approach to introducing road safety initiatives and incorporate stakeholder feedback, increase implementation success
- Road safety does not stop at the front gate. A focus on improving road safety in local communities has a large impact on overall road safety.

Synopsis:

Road travel is integral to WorleyParsons' business. When the company identified that road safety was the most critical health and safety risk for its employees, it took action on both a local and global scale. The results have been immediate with the number of crashes dropping by more than a third in a year.

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Introduction

When WorleyParsons identified regular road crashes made road safety its most critical employee health and safety risk, it took global and local action.

Based on the recognised UN Decade of Action for Road Safety '5 pillar' safe system approach to road safety, the company introduced road safety initiatives across its global operations while ensuring they remained relevant to local projects.

Supported by internal communication strategies that ensured road safety messages were embedded in safety practices, WorleyParsons' road safety efforts reduced crash rates by 36 per cent in just one year for WorleyParsons employees, contractors and partners.

The company also took a wider view, making improving road safety across the community a key tenet of its corporate social responsibility program and taking the lead on or volunteering engineering expertise to local road safety programs.



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About WorleyParsons

WorleyParsons provides professional services to the energy, resource and complex process industries in Australia and New Zealand. The company employs about 3,000 people in its Australian operations, and operates 40 company vehicles.

Globally, WorleyParsons has a fleet of 1,000 vehicles across 166 offices in 43 countries and 35,000 employees. It delivers projects; provides expertise in engineering, procurement and construction; and offers a wide range of consulting and advisory services across the hydrocarbon, mineral, metals, chemicals and infrastructure sectors. Its operations are guided by the four overarching values of leadership, relationships, agility and performance.



The Safety Issue

Whether it is driving to and from work or travelling to project sites or meetings, road travel is integral to WorleyParsons' business. Tragically WorleyParsons personnel have been involved in fatal road accidents in particular when commuting to and from work. These road accidents resulted in needless pain and suffering to family, friends and co-workers. This makes road safety crucial to the company.

Between April 2011 and March 2012, WorleyParsons identified that its most critical health and safety risk related to road travel. At that time, its statistics showed that three significant road accidents were occurring at WorleyParsons on average each month.

Analysis of high potential incidents – where no personal injury occurs but it is only through luck that there is no serious or fatal outcome – showed road travel was the company's highest health and safety risk. Even when people are not hurt, road accidents result in increased costs and loss of productivity.

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Rapid Response

Promotion of health and safety has always been one of the core principles for WorleyParsons. By pledging to be part of the United Nations' global Decade of Action for Road Safety, the company committed to work towards zero deaths and severe injuries as a result of its operations.



As part of this global commitment, WorleyParsons developed its own Road Safety Awareness Campaign to drive a systematic approach across its worldwide operations to managing key organisational risks arising from road transport.

The company's resulting action plan is underpinned by the UN Decade of Action five pillars of road safety: road safety management, safer roads and mobility, safer vehicles, safe road users and post-crash response.

Structuring its road safety program around these globally-recognised five pillars helps WorleyParsons ensure its program encompasses all its operations. It also allows the company

to proactively reduce road travel risks and the number and frequency of road related incidents, improving overall safety performance.

While the diversity of its operations prevents WorleyParsons from creating specific rules for all circumstances – for example, some employees regularly drive through snow storms, some negotiate high density city traffic while others have long stretches in remote areas or off-road – it can still collectively create a road safety culture that will directly impact on company approaches and outcomes.

WorleyParsons developed its own Road Safety Awareness Campaign to drive a systematic approach across its worldwide operations



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UN Decade of Action Five Pillars

Pillar 1

Road Safety Management

Pillar 2

Safer Roads and Mobility

Pillar 3

Safer Vehicles

Pillar 4

Safer Road Users

Pillar 5

Post Crash Response

Pillar 1 - Safer Safety Management

The important road safety changes WorleyParsons made under the road safety management pillar include updating its Global Business Travel Policy, revising its Driving and Vehicle Standard, and creating a new Vehicle and Driving Guideline.

Pillar 2 - Safer Roads and Mobility

WorleyParsons also views its road safety leadership as an opportunity to positively influence the communities in which it operates through its Corporate Social Responsibility programs and its partnership with iRAP, an international rating system assessing the safety of roads (see Community section on page 11).

Pillar 3 - Safer Vehicles

A safer vehicles focus is underpinned by specifying 5 star NCAP rated light and passenger vehicles are purchased for the WorleyParsons worldwide fleet. The company also requires privately owned vehicles used for work purposes, including four-wheel-drives, to be at least 4-star NCAP rated.

In Vehicle Monitoring Systems (IVMS) were introduced to monitor driver, vehicle and journey performance in all vehicles owned or leased by the company, in customer-owned vehicles used by the company, and most contractor vehicles.

Factors the IVMS track include non-compliance with driving or rest hours; excessive run or idle time; speeding; harsh acceleration and braking events; and unauthorised routes travelled.

IVMS in practice

The Safe Driver of the Month Award, running in WorleyParsons' Kazakhstan operations since May 2012, identifies and recognises safe driving among its professional drivers.

The program measures drivers' performance through In Vehicle Monitoring Systems, which measure and record such key driving elements as speed, harsh braking, heavy acceleration and use of seatbelts, that are then scored against kilometres driven. Results are reviewed weekly, for examining trends, and monthly, for awarding purposes. The data can also be used to support incident investigations.

To ensure all drivers understand WorleyParsons' driving standard requirements, employees undertake ongoing defensive driver training and receive regular tool box talks and other driver-related training.

Each month the top scoring drivers – that is, those that achieve a zero – are awarded a certificate and cash bonus. The bonus has been awarded 163 times in almost two years, and in the past 10 months more than half of WorleyParsons' drivers have received the bonus at least once and two-thirds more than once.

This program demonstrates that IVMS can change driver behaviour, with the support of company leadership and a proactive health and safety team.

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Safer Road Users – Key Behaviours

The foundation of WorleyParsons' focus on safer road users is its '9 Key Safe Behaviours' campaign, which aims to provide a consistent, organisation-wide understanding of the company's road safety expectations. This campaign has been a crucial part of educating employees and influencing driving behaviour:

- Always look for effective ways to work that avoids the need to travel. Where travel is required, use the lowest risk option;
- Drivers will be fit to drive, not fatigued, and free from impairment through use of medication or other drugs. The blood alcohol content requirement for driving on company business is 0.00% and employees are subject to random drug testing (WorleyParsons's Fitness for Work and Alcohol and Drugs Misuse standards guide employees in fitness for driving);
- Drivers shall obey all relevant local road safety-related legislation, including speed limits, and the company's standards and guidelines;
- Seatbelts shall be worn by all occupants in all vehicles used for transportation on company business, with drivers responsible for ensuring passengers 'buckle up';
- Drivers shall not use mobile phones, including hands-free devices, and two way radios while operating a vehicle. Research has shown that talking or texting on a mobile phone while driving is equivalent to driving drunk;
- Drivers shall be trained, competent, and appropriately licenced to operate in the location, class of vehicle used, and load to be carried;
- Drivers will ensure vehicles are maintained and in safe working order before driving;
- Drivers drive to the conditions, taking into consideration weather conditions, road condition, time of day and changes in road rules; and
- When travelling as a passenger, insist that the driver complies with these Key Safe Behaviours.

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Pillar 4 - Safer Road Users Training

To maximise the safety of all road users, WorleyParsons provides practical defensive driver training for drivers who travel more than 7,500km a year as well as online driver training for all drivers. This training is also offered complimentary to trainees family members.

It also requires anyone driving on company business to complete an online hazard perception driver program. Much of WorleyParsons uses Alert Driving provided to WorleyParsons by Alert Driving. Alert Driving is an online tailored interactive training program and content is based on the country or location the driver is based in. The training program includes:

- Vehicle and Driving Standard: A 10 question test based on WorleyParsons' Vehicle and Driving Standard;
- Hazard Perception (HP) Simulation: Evaluates the driver's perception of hazards in their local setting; and
- Targeted Training: Depending on the outcome of the HP module, the driver is assigned various modules to complete. On average, a driver is assigned about seven modules on such topics as night driving and intersections.

Pillar 5 - Post Crash Response

The company also introduced Local Journey Management Processes to assess and control the risks to drivers and passengers. An employee must discuss a journey plan with their manager to ensure proper preparation for higher risk journeys. This tenet is particularly important given the myriad situations WorleyParsons personnel operate in, ranging from snow to desert environments.



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Real Safety Results

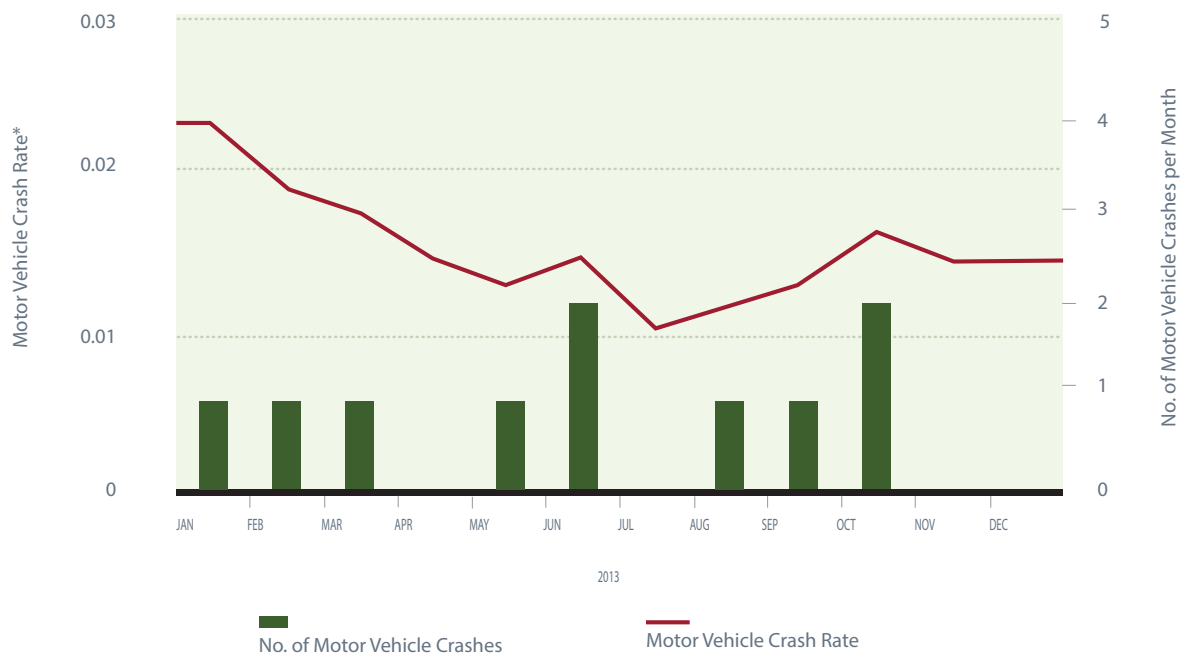
WorleyParsons's road safety awareness campaign had an immediate effect on safety, with the number of motor vehicle related crashes falling by more than one third in its first calendar year.

Company statistics show that there was a 36 per cent fall in the number of motor vehicle crashes – catastrophic, major or serious – involving WorleyParsons employees, including company contractors and partners, in 2013 compared to the previous 12 months.

There has also been a decrease in the number of land transport related high potential incidents reported, dropping from 22 per cent to 13 per cent in 2013.

While this is an excellent result for WorleyParsons, it also clearly illustrates that road incidents can be prevented through improved education and risk mitigation strategies. A global compliance assessment at the end of 2014 is also expected to demonstrate further positive road safety results for WorleyParsons.

Group Motor Vehicle Crash Frequency Rate 12 month Rolling Average



*Motor Vehicle Crash Rate (MVCR) is normalised against hours worked for WorleyParson employees, contractors & partners instead of mileage travelled.

Note: Data presented is per OGP definitions for serious, major and catastrophic incidents

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Implementation Challenges

WorleyParsons's put significant effort into devising specific internal communication strategies to ensure its road safety initiatives were consistently and effectively communicated globally to employees, and that the message that road safety matters was embedded across business lines four business lines (Services, Improve, Major Projects and Advisian).

Providing a consistent message across the organisation was a key component of the international communication activities, which included articles in the company's intranet, fact sheets, toolbox talks, posters and videos produced in different locations to highlight the Key Safe Behaviours. These activities complemented the operational improvements rolled out by HSE teams locally to ensure the new standards were being met.

Annual review and feedback sessions are another key element in implementing the communications strategies. Involving local health and safety representatives and management, the sessions include updates on progress and feedback on what is working well and where challenges still exist. These sessions have also proved valuable in shaping the communications plan for the following year.

Feedback on the strategies suggests they have effectively negotiated some key challenges associated with being a large global company, including getting consistent road safety messages to so many people operating in varying conditions, and addressing challenges all companies face in introducing safety initiatives,

including budget constraints, a lack of local resources and difficulty influencing employee behaviour.

WorleyParsons employs several tactics to achieve the objectives outlined in the company's road safety internal communications plan. One key tactic is a monthly feature news article on the ONE internal website.

The consistent monthly approach to reinforcing, refreshing and embedding the road safety message into the organisation has had a positive impact with feedback confirming this has been a well planned and executed part of the initiative. Initially more general in focus, more recent articles have drilled down to the location level looking at how particular Key Safe Behaviours apply locally.

The aim in 2015 is to examine the communications program through the eyes of each location to ensure the message is relevant and meaningful at the local level.



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Community Focus

While proactively improving its internal road safety focus, WorleyParsons has also had a strong focus on what it sees as a corporate social responsibility to actively work to improve road safety in the communities in which it operates.

The company has participated with Engineers Without Borders in their Spokes in the Wheel initiative in Melbourne, for example, which raises awareness of cycling and road safety to youth in immigrant communities, and has donated engineering services to road safety projects overseas, including pro bono construction of road safety barriers in Bulgaria and providing reflective bands to drivers to improve pedestrian road safety in Norway. While aligning with WorleyParsons' corporate commitment to the communities in which it operates, this approach is also consistent with being a signatory to the UN global compact.

As WorleyParsons CEO Andrew Wood describes it: "We believe we can have the most meaningful impact in our communities by leveraging our

greatest asset – the expertise, insights and experiences of our people. Pro bono and skilled volunteering by our people provides support to



our community partners, reflecting our values and desire to make a positive impact in the communities in which we operate."

A key platform to expand the community reach of the company's road safety focus has been establishing the WorleyParsons Foundation in mid-2013. With road safety as one of its three focuses, the Foundation allows WorleyParsons to channel its skilled volunteering efforts towards multi-country community projects.

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Improving Road Safety in the Community

The WorleyParsons Foundation sponsored the Safe Schools Project, in South Africa promoting road safety around schools in high risk areas. In order to support this project, WorleyParsons provided equipment volunteered programming skills and specialist road engineers.

WorleyParsons worked with the International Road Assessment Programme (iRAP) on this project, in order to provide a star rating score that reflects the safety of specific roads and roadsides assessed. These ratings provide an objective measure of the safety performance of the road infrastructure, and the resulting likelihood of a crash occurring and its severity. Research shows risk of death or serious injury is highest on a 1-star road and lowest on a 5-star road.

WorleyParsons volunteers in Melbourne and South Africa designed and tested scalable options for low-cost future assessments of roads near schools to iRAP's global standards for star ratings. With the programming of low-cost portable tablets with GPS and camera, a road assessor can now capture raw data on-site and to analyse existing road infrastructure. In addition, our road engineers donated their time to complete Conflict Analysis to determine current patterns of use of road by children supporting the behavioural change elements of the Safe Schools project.

WorleyParsons hopes this will eventually mean many more schools will be able to be assessed, highlighting safety risks and leading to widespread road safety improvements.

For more information and case studies please go to www.nrspp.org.au



Further Information

For more information on the Alert Driving online hazard perception driver program, see www.alertdriving.com/home/index.php

For more information on the Spokes in the Wheel initiative, see www.ewb.org.au/explore/initiatives/spokes